

BECOME CHARITY

England & Wales · Charity number 1010518

Details

Other names	THE "WHO CARES?" TRUST, BECOME
Status	Registered
Legal form	Charitable company
Company number	02700693
Registered	1992-04-22
Register	View on the Charity Commission register

Contact

Address	Become 88 Old Street London EC1V 9HU
Phone	02072513117
Email	hello@becomecharity.org.uk
Website	www.becomecharity.org.uk

Activities

Objects: TO PROMOTE THE CARE, UPBRINGING AND ESTABLISHMENT IN LIFE OF CHILDREN AND YOUNG PEOPLE WHO ARE OR HAVE BEEN LOOKED AFTER OR ASSISTED BY LOCAL AUTHORITIES OR OTHER PUBLIC OR CHARITABLE BODIES CHARGED WITH THE CARE & UPBRINGING OF CHILDREN OR WHO ARE OR HAVE BEEN IN THE CARE OF FOSTER OR ADOPTIVE PARENTS.

Activities: We work to improve the lives and life chances of young people in care & care leavers. We inform and support them via our publications and learning & skills workshops; we influence policy & practice by ensuring their views and experiences are heard; we provide support materials for foster carers and others responsible for their welfare & education and we develop innovative projects & best practice.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Children/young People

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,959,629	£1,849,628	£1,127,499	33
2024-03-31	£1,916,794	£1,708,840	£1,032,730	25
2023-03-31	£1,407,743	£1,471,449	£791,533	22
2022-03-31	£1,488,078	£1,335,735	£867,115	18
2021-03-31	£1,161,149	£913,326	£693,406	12

Trustees

Name	Role	Appointed
Alice Roche		2025-03-11
Amanda Gethin		2025-03-11
Elisa Jenkins		2025-03-11
Frances Lang		2023-09-20
Kelly Railton		2025-03-11
Leslie Ann Morphy		2024-03-13
Marvin Joseph Campbell-Sharma		2024-03-13
Ony Chima		2020-12-09
Phillipa Uden		2020-12-09
Thomas Turcan		2025-03-11
Timothy Aldridge		2024-06-19
Tom Willetts		2020-12-09

Accounts

ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

BECOME

IN CARE.
LEAVING CARE.
WE CARE.



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Message from the Interim Chief Executive and Chair

The care system has been in crisis for too long, but this past year has brought real change. We've seen positive steps forward, although too many children and young people are still being let down daily.

With your support, we've reached more young people than ever, ensuring their voices lead the way. We've provided one-to-one support, created connection opportunities and been there when they've called. But there's still much to do.

The year began with a change of government. We published our manifesto, *Time to Show We Care*, with an open letter from 70 young people calling for change. Our young campaigners took their fight to decision-makers – our *Gone Too Far* campaign group shared their stories of distant moves with the Children's Minister and the Education Select Committee, whilst our *End the Care Cliff* campaigners successfully persuaded newly elected MPs to commit to change. Their voices reached far beyond Westminster as they shared their stories with the media.

These efforts are already paying off. Legislation that will see significant reform for children's social care was introduced and we've secured extra support for care-experienced young people and those facing homelessness with the scrapping of the local connection test, and improvements in access to social housing.

Supporting individuals is just as important a part of our work as reforming systems. Our new *KEYS* pilot programme, and support from our *Care Advice Service*, are helping young people moving into their first home. College and uni can feel impossible for care-experienced young people, but our *Propel into Education* team has made it within reach for 126 future students in the past year.

We launched our *Youth Editorial Board*, with six young people busy shaping and creating content with us, published our first *Equity, Diversity and Inclusion Annual Report*, and strengthened our governance by recruiting new trustees who bring fresh perspectives and expertise to guide our work.

We're grateful for Katharine Sacks-Jones' dedicated service as CEO over the last six years. Our new CEO Anela Anwar will join us on 3 November, ready to continue this vital work.

None of this would be possible without our supporters. We want to thank all the individuals, trusts and foundations, and businesses who have shown young people you care. Together, we'll fix the care system.

Thank you.



Leslie Morphy OBE
Chair of Trustees



Clare Bracey
Interim Chief Executive

Trustees' Annual Report for Year Ended 31 March 2025

The Trustees present their report (which includes the Strategic Report) and the audited financial statements for the year ended 31 March 2025. The reference and administrative information is set out on page 34 of this report.

The aims and objectives of Become

We're the national charity that's here to support every child and young person with experience of the care system.

They tell us what's not working.

Together, we fight to make change happen.

Charitable objects:

To promote the care, upbringing and establishment in life of children and young people who are or have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children or who are or have been in the care of foster or adoptive parents.

<https://register-of-charities.charitycommission.gov.uk/en/charity-search/-/charity-details/1010518/governing-document>

Ensuring our work delivers our aims

2024/25 was the final year of our five-year strategy period (2020 – 2025) and we remained focused on delivering across our four strategic aims: supporting children, improving practice, challenging the system and changing attitudes. In May 2025 we launched our new five-year strategy covering the period 2025 – 2030: [Empowering young people, changing care](#). More details can be found in the Plans for the Future section on page 12.

Our purpose and values

Our purpose: **We exist to fight for a better care experience for children and young people.**

We are:

Together: We're inclusive and we look out for each other. We work with young people, with supporters, with partners to bring about change.

Empowering: We empower young people and make sure their voices are at the heart of everything we do.

Determined: We believe care can be so much better and we are determined to make that happen.

Our Priorities

Voice

- Amplifying young people's voices
- Driving positive change within the care system

Support

- Providing services to more children and young people – especially those facing big changes and reaching young people earlier
- Training professionals and others to provide better support

Community

- Helping care-experienced young people connect with each other

Organisational development

- Building a thriving charity

How our activities deliver public benefit

All our charitable activities focus on care-experienced children and young people. We are committed to meaningfully involving young people in every area of our work, wherever possible, including operations and governance. We've had due regard to the guidance issued by the Charity Commission.

Strategic Report

Achievements and performance

Our work with care-experienced young people gives them the support and stability they need to smash their goals, but it's equally important we keep pushing to change the system altogether.

Our [Impact Report for 2024/25](#) shows the very real and measurable impact we've had on the lives of care-experienced young people.

Key highlights from the year include:

Directly reaching 1,858 young people with our support and opportunities:

- 661 young people received support through the Care Advice Service.
- Over 16,000 people used our website for advice and support, with pages viewed over 42,000 times.
- We helped 43 young people get into university and 17 young people moved into training or work opportunities following support from our Propel programmes.
- 90% of young people felt more confident about their situation as a result of the support we offered them.

Training over 1,000 professionals, extending impact to over 17,000 more young people through better-informed practice:

- 98% of professionals who attended training said the things they learned would directly impact their approach to working with care-experienced children and young people.

Supporting 97 young people to speak out, lead change and make sure their experiences influenced the policies that affect their lives.

- Together we helped shape 15 policy changes, positively impacting the lives of tens of thousands of children and young people.
- Our work was raised by MPs and peers 33 times in parliament.
- We achieved 110 national media hits, raising awareness about the care system.

Strengthening our governance by welcoming five new trustees, with 50% of the Board being care-experienced.

We also published our first [Equity, Diversity and Inclusion Annual Report](#).

Our work has resulted in improvements for care-experienced young people, but there's so much more to be done.

Financial Review

Fundraising

We're grateful to the individuals, trusts and foundations, and businesses whose generosity powers our work. Their support enables us to make a lasting difference in the lives of children in care and care-experienced young people.

To all our supporters – thank you. Your dedication and commitment to improving the lives of care-experienced young people and transforming the care system changes lives.

We extend our deepest thanks to all. Here are just a few of the exceptional supporters who enable our work:

The 29 th May 1961 Charitable Trust	Mace
Advent for Change	The Mace Foundation
AKO Foundation	MariaMarina Foundation
Alex Timpson Trust	The Mark Leonard Trust
Allan & Gill Gray Philanthropies	Milton Damerol Trust
The Allan and Nesta Ferguson	The Misses Barrie Charitable Trust
Charitable Settlement	The National Lottery Community Fund
Barnett & Sylvia Shine Charitable Trust No. 2	The Newby Trust
The Barratt Foundation	The Nichol Young Foundation
The Beatrice Laing Trust	Oak Foundation
Become Players	Oso Foundation
Biking for Children in Care	The Patricia Routledge Foundation
Blagrove Trust	Paul Hamlyn Foundation
Chalk Cliff Foundation	Peel Hunt LLP
The Clothworkers' Foundation	Raise your Hands
The Esmée Fairbairn Foundation	Sainsbury's
The Evan Cornish Foundation	Schroder Charity Trust
Fidelity UK Foundation	The Scoloudi Foundation
Headley Trust	Segelman Trust
Ian Mactaggart Trust	Shifting Gears Foundation
James Laughland	St James's Place Charitable Foundation
The John Coates Charitable Trust	The Swire Charitable Trust
The John Lewis Foundation	TLT LLP
John Turner	The Tolkien Trust
The Leathersellers' Foundation	The Will Houghton Foundation
Leeds Building Society	
Lincoln Private Investment Office Foundation	

We also extend heartfelt thanks to those who gave anonymously and warmly remember those who left a gift in their Will.

In 2024/25 we saw a remarkable increase in support for our work. We're hugely thankful to everyone who undertook a challenge, made a donation, or fundraised on our behalf. Your efforts to raise funds and awareness are truly invaluable.

Notable highlights include:

- Biking for Children in Care's 22nd bike ride took place in East Anglia and raised a staggering £60,000*.
- You ran a lot!! Sixty incredible people ran, walked, or jogged the Big Half, raising £22,873*.
- Our loyal #BecomePlayers community of hundreds of creators and gamers raised £3,455*.
- Supporters devised creative and inspiring fundraising ideas, including:
 - *Simon, ran 10 marathons in 10 days, raising £5,045*;*
 - *Freddie, saved up his pocket money and raised an amazing £40 for Become;*
 - *Oxford University's Class Act and SwiftSoc put on a Taylor Swift night in celebration of National Care Leavers Week.*

Our Big Give Christmas Challenge campaign raised an incredible £72,599*. We thank our generous match funders, champions, and everyone who contributed so generously to this appeal.

Our high-value supporters continued to offer vital contributions - donating generously, raising awareness, and giving their time and expertise to support care-experienced young people. In total, more than 60 companies, trusts, foundations, and philanthropists helped make a real difference for children in care and young care leavers this year.

All fundraising activities are led by our small, in-house team. We don't employ professional fundraising agencies for direct response, solicitation, or cultivation.

We take care to ensure that our fundraising communications are respectful and never exert undue pressure to donate. We also take proactive steps to avoid using care-experienced young people in our fundraising materials unless their voices are shared authentically and with their consent. We never sensationalise their experiences.

We securely record donor details and preferences and ensure supporters can update their contact options at any time. We adhere strictly to the standards set by the Fundraising Regulator and comply fully with data protection regulations.

We're proud to report that no complaints were received this year regarding our fundraising practices. We continue to uphold our values of equity, diversity, and inclusion in all fundraising efforts.

**All totals marked with an asterisk include Gift Aid. We are so thankful to everyone who ticked the Gift Aid box – it boosted our income significantly and helped us be there for care-experienced children and young people when they needed us.*

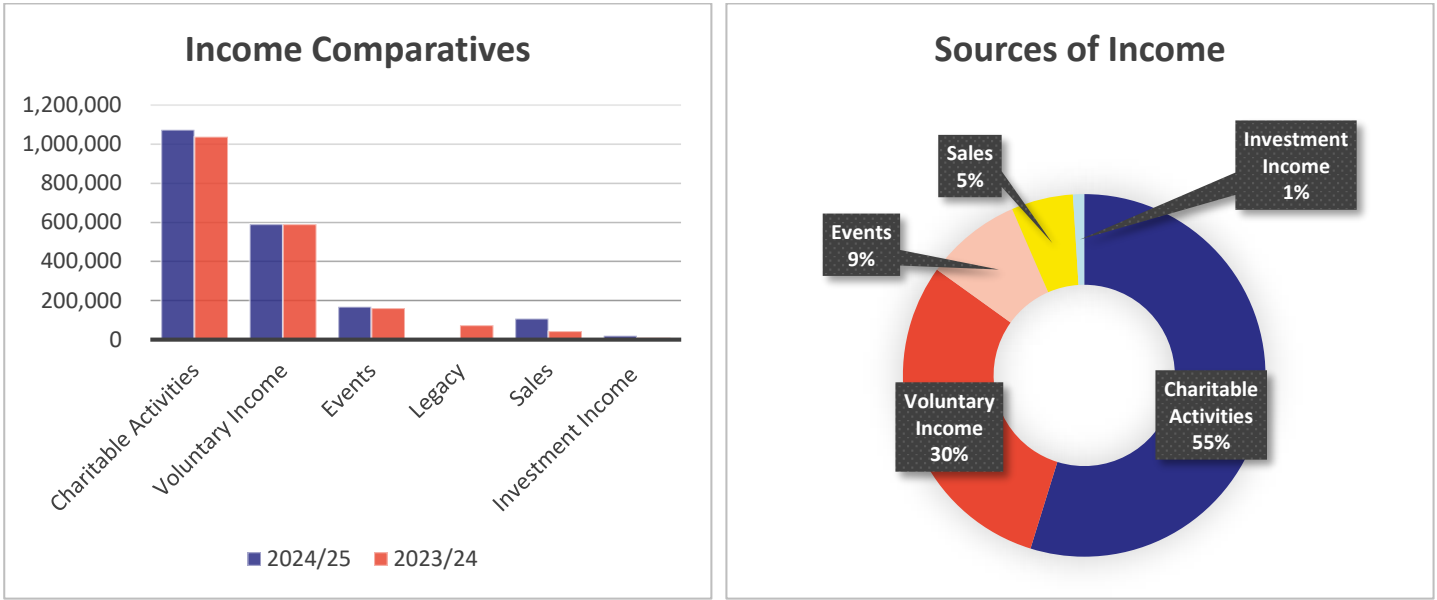
Funding overview

Our principal source of income remained grant funding, which accounted for 55% of our total income in 2024/25 (2023/24: 54%). These are recorded as income from charitable activities. The remaining 45% came from voluntary donations, challenge events, corporate supporters and philanthropic support.

Purposes of restricted funds

Restricted funds are allocated to support specified activities, programmes, and services, particularly in the areas of employment, education, and direct support for children in care and care-experienced young people. The purposes and sources of these funds are outlined in the section on Purposes of restricted funds on page 31.

Income Summary



Overall income in 2024-25 was 2% higher than the previous year, at £1,959,629 compared to £1,916,794 the year before. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was up 8% to £1,849,628 compared to £1,708,840 in the previous year. These figures are pre investment gains/(losses) in the year, a loss of £15,232 this year compared to a gain of £33,243 in the previous year.

In the coming year, we’re committed to strengthening our fundraising efforts so that we can grow income and increase our impact. We will continue to develop our philanthropic and corporate partnerships and invest further in Become Players our community of gamers and streamers who fundraise on our behalf.

Above all, our focus remains on creating lasting change for children in care and care-experienced young people. With the continued generosity of our supporters, we can expand opportunities, provide vital support, and amplify the voices of care-experienced young people.

Restricted funds raised for projects and support totalled £533,051 in 2025 (2024: £548,839). Spending against grants received amounted to £627,718 (2024: £709,073). Any restricted funds unspent are carried forward for use in following years.

This table shows the amount spent on charitable work in each of the past five years:

Charitable work/Accounting year:	2024/25	2023/24	2022/23	2021/22	2020/21
Total charitable work	£1,383,350	£1,278,488	£1,005,158	£971,436	£644,088
Increase/(decrease) on previous year	8.2%	27.2%	3.5%	50.8%	29.2%

Reserves policy

At 31st March 2025, the total reserves of the charity were £1,127,498, of which £206,294 was restricted by funders for specific projects and £921,204 was unrestricted.

The Trustees have decided the charity should aim to retain an appropriate level of unrestricted free reserves which are sufficient to cover between 6 to 9 months' core running costs. In 2025 this represents a target range of between £359,713 and £539,569. The Trustees calculate the unrestricted free reserves as that part of the unrestricted funds that are freely available, and not including any designated funds which have been earmarked for specific projects.

At 31st March 2025, the charity carried forward unrestricted free reserves of £912,282 (2024: £721,340), calculated as follows:

Unrestricted reserves	£921,205
Less: Net book value of unrestricted fixed assets (note 9)	(£8,923)
Total Unrestricted free reserves	<u>£912,282</u>

The higher reserve position than originally anticipated was primarily due to the receipt of significant levels of unrestricted grant income late in the year, which had not yet been spent but was allocated for delivery of projects and activities in 2025/26.

While this funding is technically unrestricted and therefore included in free reserves, it's been earmarked internally for planned programme delivery and is not available for general or unplanned use. Our reserve policy remains focused on maintaining a prudent level of free reserves to ensure financial stability and operational resilience, and we anticipate the reserve level will return to within our target range as this funding is utilised over the coming year.

The charity also has a target for total reserves of between 3 and 6 months of total expenditure. At 31st March 2025, the charity carried forward total reserves of £1,127,498, which represented the equivalent of 7 months of the total expenditure of £1,849,628 (see total expenditure on page 20).

Investment policy

The Trustees managed the investment portfolio in accordance with our governing document. Monies not immediately required for the objects of the charity may be invested in investments, securities or property as may be thought fit having regard to any consents and in accordance with any relevant laws. The Funding and Finance sub-committee includes Trustees with sufficient specialist knowledge and experience of investments suitable to the present needs of the charity.

We held investments in cash deposits and the COIF Global Equity Fund at the year end. The investments are primarily held for income purposes, generating £4,389 in the year – a return on investment of 1.9%. Although we don't have a specific target for returns on investment, we aim to have a positive return. Due to market uncertainty and volatility the principal value of the investment dropped by 6.1% during the year and Trustees subsequently decided, following the year end, to liquidate this investment and move the funds into safer fixed-interest cash deposits.

Principal Risks and Uncertainties

Strong financial controls are in place to mitigate the risk of financial losses due to theft or fraud, and these controls are regularly reviewed. We also have in place a safeguarding policy that applies to all staff and Trustees, volunteers or consultants working on our behalf, alongside the young people that we work with.

Trustees monitor the charity's risk register and charge the Chief Executive and senior leadership team to employ appropriate controls and mitigating actions to manage the levels of risks. The Board is satisfied that the charity is managing its key risk areas:

Financial

- Increased costs and insufficient income to deliver mission and plans, heightened by economic climate;
- Risk of fraud leading to financial challenges for the organisation;
- The risk of funders being dissuaded due to the organisation holding cash reserves in the short-term.

Operational

- Staffing issues meaning reduced capacity and loss of knowledge and skills;
- ICT systems failures or other data breach leading to operational and data protection issues;
- Failure to adapt to new technology leading to organisational inefficiency;
- Failure to create a fully equitable, diverse, inclusive organisation leads to impact on mission and reputational risk;
- Staff being subject to vicarious trauma, impacting wellbeing and mental health.

Governance

- Lack of good governance and strategic leadership leading to mission drift and reduced impact/or inability to adapt, meaning we fail to remain relevant.

Regulatory

- Ineffective professional practice and safeguarding policies and procedures putting children and young people at risk.

External

- Low external profile undermining potential to generate unrestricted funds, achieve influencing goals and reach care-experienced young people;
- External forces (e.g. future pandemics, terrorist attacks, flooding etc.) leading to business continuity risks.

Plans for the Future

Our new five-year strategy – **Empowering young people, changing care** – was launched in May 2025 and covers the five year period up to 2030.

It reflects our commitment to every child and young person who has experience of the care system that we'll be there at every critical moment – in care, leaving care, and beyond – with the optimism, compassion, and determination needed to create lasting change.

Our strategy was shaped by care-experienced young people. Through focus groups and surveys, they helped to set our priorities, ensuring our future direction truly reflects their experiences, speaks their language and addresses their actual needs.

We asked them what matters most. And we listened.

For over 30 years, we've supported thousands of care-experienced young people and campaigned to improve the system. Now we must do more. Young people tell us their challenges are increasing – they lack support, face stigma, feel isolated, and aren't heard.

One young person we work with, Georgia, sums it up:

"The care system is broken. Too many of us slip through the cracks of a system that should lift us, but too often lets us fall".

They asked us to be louder, to stand stronger, to help build a sense of community for them. And to keep putting their voices at the heart of our work. So we are.

Our 2025–2030 strategy focuses on three core priorities:

Voice: We'll put care-experienced young people's voices first and fight for the changes they need. Together, we'll push for better policies and keep going until those in power take action.

Support: We'll help more young people sooner with advice, online tools, and youth-designed services. We'll make sure everyone gets what they need to succeed in and after care, while helping professionals improve their support.

Community: We'll build spaces where care-experienced young people can connect and belong. Both online and in person, they'll find friendship, share experiences, and support each other.

Alongside these priorities, we're investing in the future of Become. We're building a charity that reflects our values – together, empowering, determined – and keeps young people at the centre of its decisions, voice, and leadership. We're embedding anti-racism, equity, and a strong learning culture across everything we do.

There are 84,000 children in care in England today. Too many are moved around, far from the people and places that matter. Vital support is stripped away when they leave care, leaving one in three young people homeless within two years. That's not care, and it's not good enough.

Together, we'll fight for a better care experience for children and young people.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 March 1992 and registered as a charity on 22 April 1992. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2025 was 12 (2024: 10). The Trustees have no beneficial interest in the charitable company.

The legal objects of the charity

Our legal objects are to promote the care, upbringing and establishment in life of children and young people who are or who have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children who are or who have been in the care of foster or adoptive parents and in particular (but without limitation) by:

1. Providing education, training and advice to such children and young people and to their carers
2. Conducting and promoting research as to the most effective means of providing care, making available the useful results
3. Relieving poverty, sickness, hardship and distress and preserving and protecting the health of such children and young people.

Board of Trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new Trustees in an open, inclusive and fair process. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are appointed by the Board to serve the period up to the next AGM when the appointment is put to the members for approval.

The Chair and Trustees are appointed on a three-year term, renewable for two terms, subject to consideration by the Board in particular circumstances.

New Trustees meet with the Chair, Chief Executive and the Senior Leadership Team as part of an induction process. As the charity works with children and young people, Disclosure and Barring Service checks are completed as appropriate in accordance with our safeguarding policy.

In addition to regular board meetings, the Board holds periodic strategic planning and review days to consider emerging issues and develop strategic plans.

We're pleased to have a diverse Board in terms of skills and experience and also diversity around race and age. We're proud that half of our Board are care-experienced.

The charity invests in board development to enable board members to better know each other and appreciate the different expertise and perspectives on the Board and to enhance Board decision-making and effectiveness.

Organisational structure

The Board of Trustees meets quarterly and is responsible for overseeing the strategic direction of the charity. Trustees review salaries on an annual basis as part of the organisation's budget cycle. Salaries are set based on the requirement and responsibility of a role and sector pay benchmarking.

The Funding and Finance sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full Board on these areas.

Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the Chief Executive and the Senior Leadership Team.

Statement of Responsibilities of the Trustees

The Trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom accounting standards.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the Memorandum and Articles of Association. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no information relevant to the audit of which the auditors are unaware;
- The Trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to appoint the auditor for the coming year will be put to a future Trustee meeting.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

Approved by the Trustees on 24 September 2025 and signed on their behalf by:



Leslie Morphy OBE
Chair



Frances Lang
Treasurer

Report of The Independent Auditors to the Members of Become Charity Limited

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report

thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act, Companies Act 2016, UK GAAP and Charity SORP FRS 102.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments,
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's [website](#). This description forms part of our Report of the Auditors.

Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Martin Gurney FCA
Senior Statutory Auditor
For and on behalf of Haines Watts Swindon Limited
Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU

Date: 15/10/2025

Statement of Financial Activities

(Incorporating an Income Statement)

Year ended 31 March 2025

		Unrestricted				
	Note	General	Designated	Restricted	2025 Total	2024 Total
Income from:		£	£	£	£	£
Donations and legacies	2	758,415	-	-	758,415	826,284
Trading activities	3	107,990	-	-	107,990	43,175
Charitable activities	4	540,600	-	533,051	1,073,651	1,037,953
Investments		19,573	-	-	19,573	9,382
Total income		1,426,578	-	533,051	1,959,629	1,916,794
Expenditure on:						
Costs of raising funds		466,278	-	-	466,278	430,352
Charitable activities		755,632	-	627,718	1,383,350	1,278,488
Total expenditure	5&8	1,221,910	-	627,718	1,849,628	1,708,840
Net income/(expenditure) before gains and losses on investments		204,668	-	(94,667)	110,001	207,954
Net (loss)/gain on investments	10	(15,232)	-	-	(15,232)	33,243
Net income/(expenditure)		189,436	-	(94,667)	94,769	241,197
Transfers between Funds	13	-	-	-	-	-
Net movement in funds		189,436	-	(94,667)	94,769	241,197
Reconciliation of funds:						
Fund balance at 1st April 2024	13	731,769	-	300,961	1,032,730	791,533
Fund balance at 31st March 2025	13	921,205	-	206,294	1,127,499	1,032,730

The statement of financial activities includes all gains and losses recognised in the year.

The income and expenditure derive from continuing activities. See note 19 for an analysis of the 2024 comparatives.

Statement of Cash Flows

Year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (per SoFA)	94,769	241,197
Add depreciation	6,082	7,807
Less purchase of fixed assets	(4,577)	(7,587)
Less interest & dividend income	(19,573)	(9,382)
Add loss/(gain) on revaluation of investments	15,232	(33,243)
(Increase)/decrease in debtors	(3,263)	1,463
Increase/(decrease) in creditors	54,981	(17)
Cash provided by operating activities	143,651	200,238
Cash flows from investing activities		
Income from interest & dividends	19,573	9,382
Cash provided by investing activities	19,573	9,382
Cash flows from financing activities		
	-	-
Increase in cash and cash equivalents in the year (A+B+C)	163,224	209,620
Total cash & cash equivalents brought forward	829,612	619,992
Total cash and cash equivalents carried forward	992,837	829,612

Statement of Financial Position (Balance Sheet)

As at 31 March 2025

	Note	2025 £	2025 £	2024 £
Fixed assets:				
Tangible assets	9	8,923		10,429
Investments	10	235,517		250,749
			244,440	261,178
Current assets:				
Debtors	11	44,605		41,342
Cash at bank and in hand		992,837		829,612
		1,037,442		870,954
Liabilities:				
Creditors: amounts falling due within one year	12	154,383		99,402
Net current assets			883,059	771,552
Total net assets less current liabilities			1,127,499	1,032,730
Net Assets			1,127,499	1,032,730
Funds				
General funds	13		921,205	731,769
Total unrestricted funds	13		921,205	731,769
Restricted funds	13		206,294	300,961
Total funds	13		1,127,499	1,032,730

Approved by the Trustees on 24 September 2025 and signed on their behalf by:



Leslie Morphy OBE
Chair



Frances Lang
Treasurer

Notes to the Financial Statements

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice. This is applicable to charities preparing their accounts under the Financial Reporting Standards applicable in the UK (FRS102, Charities SORP FRS102) and the Companies Act 2006.

The presentational currency in these accounts is sterling, rounded to the nearest pound (£).

Become meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis: There are no material uncertainties about the charity's ability to continue. The accounts have therefore been prepared on a going concern basis. The charity has cash reserves of £992,838 and net assets of £1,127,499.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant and is not deferred.

Donated services and facilities: Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time with the charity is not recognised.

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt, if applicable.

Interest receivable: Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure, allocations and irrecoverable VAT: Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure includes attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the Statement of Financial Activities on a basis designed to reflect the use of the expenditure. Costs relating to a particular

activity are allocated directly, others including support costs and governance costs, are apportioned on an appropriate basis as set out in note 8, and as agreed with funders:

The costs of generating funds relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Operating leases: Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due and on a straight line basis over the term of the lease.

Tangible fixed assets: All assets purchased with a value of over £500 and a life of more than one year are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, usually three years.

Investments: Investments are shown in the accounts at market value at the balance sheet date. Any unrealised gains or losses made in the year are recorded in the statement of financial activities.

Debtors and prepayments: Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

Cash at bank and in hand: Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions: Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably.

Fund accounting: The types of funds reported on are listed below.

Restricted funds are to be used for specific purposes as laid down by the donor or funder.

Designated funds are unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Transfers between funds are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective. Transfers may also take place where funds are designated or undesignated.

Pensions: The charitable company operates a group money purchase defined contribution pension scheme operated by Royal London. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no further liability under the scheme other than for the payment of those contributions.

The charity made a 5% employer contribution to a money purchase pension scheme operated by Royal London under auto-enrolment. It acts as agent in the collecting and paying over of any employee pension contributions. Employees who are part of the pension scheme make a minimum contribution of 3% towards the scheme. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted £	2025 Total £	2024 Total £
David & Ruth Lewis	60,000	60,000	50,000
The Will Houghton Foundation	25,000	25,000	70,000
Tolkien Trust	-	-	50,000
Oak Foundation	-	-	212,500
Esmée Fairbairn	-	-	75,000
Mace	75,000	75,000	-
Oso Foundation	25,000	25,000	-
Leeds Building Society	36,000	36,000	-
Sainsbury's	10,760	10,760	-
Lincoln Private Investment Office Foundation	12,250	12,250	-
Peel Hunt LLP	13,600	13,600	-
Big Giving	15,000	15,000	-
Orr Mackintosh Foundation	12,500	12,500	-
Events	168,050	168,050	161,950
Legacy	-	-	74,202
Regular Giving and Other Donations	305,255	305,255	132,632
Total	758,415	758,415	826,284

Donations and incoming resources are separately identified where single transaction amounts are £5,000 or over, except for donors who wish to remain anonymous.

3 Income from other trading activities

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Other Income	4,153	-	4,153	1,711
Consultancy & Training	103,837	-	103,837	41,464
Total	107,990	-	107,990	43,175

4 Incoming resources from charitable activities

Grant income:	Unrestricted £	Restricted £	2025 Total £	2024 Total £
The Mark Leonard Trust	30,000	-	30,000	32,000
Blagrove Trust	-	38,700	38,700	66,470
The Dulverton Trust	-	-	-	35,000
John Coates Trust	-	10,000	10,000	-
Fidelity UK Foundation	-	43,642	43,642	86,238
Evan Cornish	-	10,000	10,000	-
The John Lewis Foundation	-	80,399	80,399	57,523
The Allan and Nesta Ferguson Charitable Foundation	-	-	-	20,000
Oso Foundation	-	-	-	25,000
Headley Trust	-	40,000	40,000	-
The Barratt Foundation	20,000	-	20,000	-
The National Lottery Community Fund	-	115,452	115,452	108,858
The Clothworkers Foundation	-	100,000	100,000	100,000
Tolkien Trust	50,000	-	50,000	50,000
Esmée Fairbairn	76,100	-	76,100	84,364
The Leathersellers' Company Charitable Fund	-	-	-	15,000
Newby Trust Ltd	-	-	-	10,000
MariaMarina Foundation	40,000	-	40,000	-
The Scoloudi Foundation	12,500	-	12,500	-
Swire Charitable Trust	15,000	-	15,000	20,000
AKO Foundation	50,000	-	50,000	25,000
Oak Foundation	187,500	-	187,500	212,500
St James's Place Charitable Foundation	-	-	-	30,000
Other	59,500	94,858	154,358	60,000
	540,600	533,051	1,073,651	1,037,953

5 Net income/expenditure

This is stated after charging the following expenditure:

		2025 £	2024 £
Depreciation & loss on disposal		6,082	7,807
Auditors' remuneration		6,408	4,656
Operating lease rentals:	Property	-	3,066
Trustees'/Directors' remuneration	(note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,194,682	1,071,377
Social security costs	126,349	106,133
Pension contributions (defined contribution scheme)	54,799	47,298
Total direct staff costs	1,375,830	1,224,808
Outsourcing & consultancy fees	49,433	96,211
Total costs	1,425,263	1,321,019

The key management of the charity comprises the Chief Executive, Director of Finance and People, Director of Fundraising, Director of Services and Director of Policy, Campaigns and Communications. Their total emoluments amounted to £409,794 (2024: £339,087) inclusive of employer's pension contributions of £17,544 (2024: £15,930).

The number employees with emoluments in the range were:

	2025	2024
£60,000 to £69,999	3	2
£70,000 to £79,999	1	1
£80,000 to £89,999	1	1
	5	4

The average weekly number of employees (full-time equivalent) employed by the charity during the year was as follows:

	2025	2024
Generating Funds	7	6
Charitable Activities	23	16
Support	3	3
	33	25

7 Trustee Remuneration and Related Party Transactions

No Trustees received remuneration during the year (2024: nil).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity or reimbursed expenses during the year (2024: none).

8 Total Expenditure

	Cost of generating funds £	Charitable expenditure £	Governance costs £	Support costs £	2025 £	2024 £
Staff costs and freelance consultants (note 6)	317,314	885,218	-	222,731	1,425,263	1,321,019
Related staff & volunteer costs	7,245	57,080	-	50,804	115,129	98,929
Participant travel & related expenses	-	30,366	-	619	30,985	35,948
Materials production, printing and activities	-	-	-	-	-	22,923
General office costs	38,426	48,651	-	116,261	203,338	158,101
Website development	-	2,116	-	296	2,412	17,123
Premises costs	-	36	-	601	637	5,583
Professional, legal and accounting fees	-	20,491	6,408	38,826	65,725	41,407
Trustees' expenses	-	-	-	57	57	-
Depreciation (note 5 & 9)	-	-	-	6,082	6,082	7,807
Expenditure	362,985	1,043,958	6,408	436,277	1,849,628	1,708,840
Allocation of support staff & related costs*	63,825	209,710	-	(273,535)	-	-
Allocation of support costs*	37,973	124,769	-	(162,742)	-	-
Sub-total	464,783	1,378,437	6,408	-	1,849,628	1,708,840
Allocation of governance costs*	1,495	4,913	(6,408)	-	-	-
Total expenditure reallocated	466,278	1,383,350	-	-	1,849,628	1,708,840

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). General management and support staff costs are allocated to the charitable activities and costs of generating funds on the basis of time spent per activity. Central office costs, depreciation, establishment and other sundry costs are allocated to charitable activities and costs of generating funds on the basis of headcount, as an approximation of usage rates. Governance costs are allocated to the costs of generating funds and charitable activities proportionally.

9 Tangible fixed assets

		Computer Hardware & Software £	Furniture & Equipment £	Total £
Cost	At 1 April 2024	82,750	18,324	101,074
	Additions	4,577	-	4,577
	Disposals	(51,664)	(18,324)	(69,988)
	At 31 March 2025	35,663	-	35,663
Depreciation	At 1 April 2024	72,322	18,324	90,646
	Charge for the year	6,082	-	6,082
	Disposals	(51,664)	(18,324)	(69,988)
	At 31 March 2025	26,740	-	26,740
Net Book Value	At 1 April 2024	10,428	-	10,428
	At 31 March 2025	8,923	-	8,923

10 Investments

	2025 £	2024 £
COIF Charities Global Equity Income Fund		
Value at 1 April	250,749	217,506
Additions/(Disposals) in the year	-	-
Value at 31 March	235,517	250,749
Unrealised gain/(loss)	(15,232)	33,243

11 Debtors

	2025 £	2024 £
Trade debtors	11,594	23,224
Accrued income	2,537	432
Prepayments & accrued income	21,691	17,436
Other debtors	8,783	251
	44,605	41,343

12 Creditors: amounts falling due within one year

	2025 £	2024 £
Subscriptions in advance and deferred income	20,883	12,985
Trade creditors	40,195	11,085
Taxation & social security	52,130	40,282
Accruals	41,175	35,050
	154,383	99,402

13 Movements in funds

The difference between incoming and outgoing resources is £94,769. This table breaks down the movement in funds.

	At start of year	Incoming resources	Outgoing resources	Funds transfer	At end of year
a. Supporting Young People into Education and Employment	45,167	60,399	(105,566)	-	-
b. Care Advice Service	95,742	260,560	(264,836)	-	91,466
c. Impact and Operations Oversight	680	-	-	-	680
d. Personal Advisors' Training	77,524	100,000	(102,524)	-	75,000
e. Policy & Participation	16,262	47,700	(58,129)	-	5,833
f. Coaching and 1:1 Support	-	11,000	(10,417)	-	583
g. Capacity Development	65,586	53,392	(86,246)	-	32,732
Total Restricted funds	300,961	533,051	(627,718)		206,294
General Funds	731,769	1,426,578	(1,237,142)	-	921,205
Designated Funds	-	-	-	-	-
Total Funds	1,032,730	1,959,629	(1,864,860)	-	1,127,499

Purposes of restricted funds

Restricted funds cover specified activities, including employment, health and education programmes, online services for children and young people and specific projects, as described below:

Supporting Young People into Education and Employment

Funded by the AKO Foundation, Allan & Nesta Ferguson Charitable Trust, the John Lewis Foundation, The Leathersellers' Company and the Mace Foundation, our Propel programmes aim to widen access to employment and further education for young people leaving care.

Care Advice Service/Coaching and 1:1 Support

Grants from The 29th May 1961 Charitable Trust, The Beatrice Laing Trust, The Headley Trust, John Lewis Building Happier Futures Fund, The Misses Barrie Charitable Trust, The National Lottery Community Fund, Newby Trust, The Shifting Gears Foundation, and St James's Place Charitable Foundation support a comprehensive Care Advice Service for young people.

Impact and Operations Oversight/Capacity Development

The Fidelity Foundation and The Paul Hamlyn Foundation have supported critical operational roles that ensure the effectiveness and sustainability of Become. The Mark Leonard Trust supported our rebrand.

Personal Advisors' Training

The Clothworkers' Foundation funds a training programme to enhance the skills and expertise of Personal Advisors (PAs) who support young people transitioning out of care.

Policy and Participation

The Blagrove Trust and the Evan Cornish Foundation contribute to the work of the Policy, Campaigns, and Communications team, advancing young people's voices and influencing systemic change.

14 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	8,923	-	8,923
Investments	235,517	-	235,517
Net current assets	676,765	206,294	883,059
Net assets at 31 March 2025	921,205	206,294	1,127,499

15 Operating lease commitments

The charity had no operating lease commitments during the year or in the prior year.

	Equipment		Property	
	2025 £	2024 £	2025 £	2024 £
Within 1 year	-	-	-	-
Within 2-5 years	-	-	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	-	-	-	-

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date; the lease was terminated during 2023/24.

16 Restricted funds in deficit

Where a restricted fund is in deficit at the end of an accounting period, the charity makes a decision on whether there is some prospect for the deficit to be reduced by funding receipts in subsequent accounting periods. If there is a good prospect, the deficit is shown in full. Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

18 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

19 Detailed comparatives for the Statement of Financial Activities

	Notes	Unrestricted General £	Designated £	Restricted £	Total 2024 £
Income					
Donations and legacies	2	826,284	-	-	826,284
Income from other trading activities	3	43,175	-	-	43,175
Income from charitable activities	4	489,114	-	548,839	1,037,953
Income from investments		9,382	-	-	9,382
Total income		1,367,955	-	548,839	1,916,794
Expenditure					
Costs of raising funds:					
Costs of generating activity income		430,351	-	-	430,352
Expenditure on charitable activities:		569,415	-	709,073	1,278,488
Total expenditure	5 & 8	999,767	-	709,073	1,708,840
Net income/(expenditure) before gains and losses on investments		368,188	-	(160,234)	207,954
Net loss on investments	10	33,243	-	-	33,243
Net income/(expenditure)		401,431	-	(160,234)	241,197
Transfers between funds		147,460	(147,460)	-	-
Net movement in funds		548,891	(147,460)	(160,234)	241,197
Reconciliation of funds:					
Fund balances at 1 April 2023	13	182,878	147,460	461,195	791,533
Fund balances at 31 March 2024	13	731,769	-	300,961	1,032,730

Reference and Administrative Details

Charity number 1010518
Company number 2700693

Registered office Become Charity
88 Old Street
London
EC1V 9HU

Patrons Liz and Richard Houghton
Karen Jankel
James Laughland
Gill Timmis

Board of Trustees	Leslie Morphy OBE	Chair
	Marvin Campbell	Vice Chair
	Frances Lang	Treasurer
	Terry Galloway	Director (resigned 19/11/2024)
	Andy Harris	Director (resigned 11/03/2025)
	Ony Chima	Director
	Phillipa Uden	Director
	Tom Willets	Director
	Tim Aldridge	Director
	Amanda Gethin	Director (appointed 11/03/2025)
	Elisa Jenkins	Director (appointed 11/03/2025)
	Kelly Railton	Director (appointed 11/03/2025)
	Alice Roche	Director (appointed 11/03/2025)
	Thomas Turcan	Director (appointed 11/03/2025)

Senior Leadership Team	Katharine Sacks-Jones	Chief Executive (resigned 03/08/2025); Company Secretary (resigned 19/06/2024)
	Cerys Shepherd	Director of Fundraising
	Chloe Grant	Director of Services
	Clare Bracey	Director of Policy, Campaigns & Communications; Interim Chief Executive (appointed 28/07/2025)
	David Partridge	Director of Finance & People; Company Secretary (appointed 19/06/2024)

Bankers

Unity Trust plc
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

Triodos Bank
Deanery Road
Bristol
BS1 5AS

**Independent
Auditors**

Haines Watts Swindon Limited
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU

We're the national charity that's here to support every child and young person with experience of the care system.

They tell us what's not working.

Together, we fight to make change happen.



hello@becomecharity.org.uk

0207 251 3117

BECOME

Accounts



Become Charity

Trustees' Annual Report and Financial Statements

for the Year Ended 31 March 2024

Company no. 2700693
Charity no. 1010518

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Message from the Chief Executive and Chair

The care system has faced some of its biggest challenges this past year as the number of children in care continues to rise whilst local authorities struggle to cope with a lack of foster and residential homes, soaring inflation and budgetary pressures. With the system at crisis point, and children paying the price, the need to deliver meaningful and lasting change is greater than ever and has continued to drive us forward at Become.

Amplifying the voices of care-experienced children and young people is at the heart of our work and this year we've created even more new opportunities to make sure these voices are heard. A real highlight was our first *Voice Day* when we celebrated the contributions young people had made across Become.

In April, we launched our *Gone Too Far* campaign to keep children in care close to the people and places that matter to them. Our young campaigners have had a busy year on the campaign trail, creating a film which they screened in Parliament, and meeting with politicians, including the Minister for Children and Families, to share the impact of distant moves first-hand.

In December, we were chosen by i News as its Christmas appeal charity partner, giving young people the opportunity to raise awareness of the challenges facing the care system. Hundreds of thousands of people read what they had to say, more than 3,300 donated to the appeal, and the Prime Minister and main party leaders all praised the campaign, placing the need to make care better firmly on the public agenda.

We know that reform is urgently needed to enable care-experienced children and young people to unleash their potential - a mission which underpins our support services. 1,134 young people have accessed our services this past year with 87% feeling more confident in taking their next steps. We are delighted to have begun supporting young people into employment through our newly launched *Propel into Work* service.

Building the knowledge and skills of professionals working with care-experienced young people is another way we strive to effect change. With the help of our talented *Young Trainers*, we've trained 58 Personal Advisors, making a tangible difference for those leaving care.

On behalf of the Board of Trustees, we want to thank all the individuals, Trusts and Foundations, and corporate supporters that have stood shoulder to shoulder with us this year. It's only by working alongside you that our fight for a better care system and better futures for care-experienced young people can be realised. Together, we are making an impact at a time when it's needed more than ever.

Thank you.



Leslie Morphy OBE
Chair of Trustees



Katharine Sacks-Jones
Chief Executive

Trustees' Annual Report for the Year Ended 31 March 2024

The Trustees present their report (which includes the Strategic Report) and the audited financial statements for the year ended 31 March 2024. The reference and administrative information is set out on page 42 of this report.

The aims and objectives of Become

Charitable objects:

To promote the care, upbringing and establishment in life of children and young people who are or have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children or who are or have been in the care of foster or adoptive parents.

<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1010518/governing-document>

Our vision is that care-experienced people have the same chances as everyone else to live happy, fulfilled lives.

Our mission is to help children in care and young care leavers to believe in themselves and to heal, grow and unleash their potential. We work alongside them to make the care system the best it can be.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. This year has been the fourth year of our five-year strategy period (2020 – 2025) and we remain focused on delivering across our four strategic aims: supporting children, improving practice, challenging the system and changing attitudes. Work has already begun on designing our next five-year strategy covering the period 2025 – 2030.

We have continued to develop and deliver ambitious plans to reach children and young people through online and digital support as well as increasing our outreach and partnership work with other organisations.

We have increased our capacity to support young people, develop professional practice and to work with young people to campaign for change to the care system and to tackle stigma. We continue to build our operational and fundraising capacity to enable us to grow as an effective and sustainable organisation able to deliver tangible change for children and young people in the coming years.

We are focused on ensuring we have the most meaningful impact on young people's lives and have developed and implemented a revised approach to how we measure and report on impact across our strategic aims.

Our values

Honesty

We speak up, for, and alongside children in care and young care leavers. We always act in their best interests. We share a vision and purpose that we convey clearly to others.

Empowerment

We help children in care and young care leavers to be powerful agents of positive change in their own lives, in the care system and in society.

Respect

We listen to care-experienced people and we work in partnership with them to improve the experience of being in care and their life after care.

Kindness

We care about the young people we work with and we help the care system to be more like a good parent. We look after ourselves and after each other so we can be our best for young people.

Optimism

We are angry about the times when the care system and society let young people down, but are determined, ambitious and optimistic about our ability to make things better.

Strategic aims

Supporting children

We help children in care and young care leavers to believe in themselves and to shape the future they want.

Improving practice

We develop and support the practice of people who work with and care for children in care and young care leavers, so that they are able to do their best for young people.

Challenging the system

We ensure that the voices of children in care and young care leavers are listened to and acted upon – and we hold people and organisations who have power, in and over the care system, to account.

Changing attitudes

We improve society's understanding of, and empathy with, children in care and young people and adults who are care-experienced.

How our activities deliver public benefit

All our charitable activities focus on care-experienced children and young people. We are committed to meaningfully involving young people in every area of our work, wherever possible, including operations and governance. We have had due regard to the guidance issued by the Charity Commission.

Strategic Report

Achievements and performance

Become delivers a range of services to improve the lives and future life chances of care-experienced children and young people. These include the *Care Advice Service*, *Coaching*, *Link Up*, *Propel into Education* and, newly launched this year, *Propel into Work*. Through these services we reached 1,134 children and young people this year (directly and via supporting adults in their lives), up from 983 last year.

We also work to campaign for change and to support young people to participate in policy making. This year young people shared their views, told their story, or fed into our policy and participation work 505 times to influence change.

In April 2023 we launched our [Gone Too Far](#) campaign, which calls for national and local action to prevent children in care being moved far away from their support networks and communities and were very pleased that after lobbying the Education Select Committee they agreed to hold an inquiry into this issue and children's social care.

We continued to influence the Government's response to the independent review of children's social care throughout the year.

Care Advice Service

The *Care Advice Service (CAS)* provides holistic information, advice and support for care-experienced children and young people, their loved ones and professionals who support them. We responded to enquiries from 488 children, young people and supporting adults this year. Individuals contacted us from all regions of England, with the majority of enquiries coming from Greater London, followed by the South East, North West, and West Midlands. The service has been offered by freephone and email, and we introduced WhatsApp enquiries to support service accessibility during 2023.

We continued to hear from young people with complex issues and who were experiencing isolation: our longer-term wellbeing support has remained important for these young people. The most common themes and areas of support have related to: general rights and entitlements of care-experienced children and young people; housing and homelessness and accessing Personal Advisor support.

We have encountered young people facing challenges accessing their rights and entitlements across the country, including care leavers' support ending at 21 (rather than 25), obstacles accessing statutory advocacy, and young people being unaware of their rights and entitlements as care leavers or of their Care Leavers' Local Offer.

Our CAS team has provided signposting information and onward referrals to statutory services and voluntary and community sector organisations to support access to specialist support. They work closely with Children's Services and Leaving Care Teams to ensure young people can access the support they are entitled to. Young people contacting the team are able to access other services and opportunities within Become.

"I am very thankful for the advice and support that I received [from staff] today. Not only has it provided me with some direction, in terms of next steps to take, her approach felt very comforting. I am thankful that I came across the service and will definitely reach out again."

(Feedback from care-experienced young person contacting CAS)

To reach care-experienced young people facing particular disadvantage, we delivered in-person Care Advice Surgeries, including at Queen's Park Job Centre, South London Refugee Association, and we expanded our prison advice surgeries from HMP Pentonville to HMP ISIS. Through monthly prison surgeries, we have advised 15

young people on their rights and entitlements as care leavers, enabling them to access the support they are entitled to in custody and on release.

"Rasheeda [CAS team] has shown dogged determination in supporting the young people in obtaining the help they need. Where there has been a lack of Social Worker or PA support because "they are in Prison and are no longer their responsibility" and attempts made to close the cases of the young men in our care, Rasheeda ensures this doesn't happen, that their support and care to the young people is continued... [she] makes Social Services and the PA accountable to ensure the best possible support for each young person under the Care Experience System."

(HMP ISIS staff organising care leavers advice surgeries)

We delivered 16 Rights & Entitlements Workshops reaching 195 young people, and delivered a Young Trainer programme enabling 9 care-experienced young people to become accredited trainers and begin co-delivering these workshops alongside our CAS team.

82% of young people said our Rights and Entitlements Workshops left them feeling more positive about leaving care.

Link Up Community

This year, we reviewed our *Link Up* model of weekly virtual meet ups and moved to a new model, with more in-person sessions. The aims of *Link Up* have continued to be supporting care-experienced young people to meet others and feel a sense of community,

This year, we held 14 online *Link Ups*, and three in-person *Link Ups*, involving 41 young people. In July, nine young people attended an event involving giant games and activities, with one young person commenting:

"I loved Link Up in person. It was so nice to see everyone and meet new people because sometimes life can get busy, and it's just nice to finally get together to catch up. I always love Link Up in person but I really liked the games and change of venue this time. I'm just very lucky to be part of such an amazing charity in some small way."

Two further in-person *Link Ups* were held in February and April 2024, focused on bowling and karaoke, and a life-size Monopoly event. For some young people this was the first time they had travelled to London, and all appreciated the opportunity to make connections and enjoy new opportunities together:

"I had fun. It was nice to meet new people."

"[the best part of the day was] having food together and reuniting with people I haven't seen for a while."

(Young person attending *Link Up* sessions)

Propel

Our *Propel* service has developed significantly this year. We have continued to offer advice and 1:1 support to care leavers on applying to and preparing for Further and Higher Education through *Propel into Education*. This support has included identifying courses and institutions, support applying via UCAS and for Student Finance, advice around local authority support, financial bursaries and grants, and connecting young people with dedicated support on campus. We advised and supported 142 young people (directly and via their supporting adults, up from 93 last year) and delivered 15 workshops to 136 young people aged 16-25 on Higher Education, working with partner organisations including Virtual Schools, Local Authority Children's Social Care Teams, and University Widening Access Teams.

Our *Propel* webpages, holding information about each institution's offer to care leavers and courses available, plus careers advice, were accessed 26,038 times, helping young people to better understand the support available to them.

29 young people we supported secured a place at university.

In January, we launched ***Propel into Work*** to support care-experienced young people into work and vocational opportunities, including apprenticeships. Through this we have provided advice to 30 young people and their supporting adults, and intensive 1:1 support to young people on tailoring CVs, searching and applying for jobs, accessing financial support including the apprenticeship bursary, and preparing for starting a new role.

We held workshops with employers, and with care-experienced young people early in their careers, to understand what work readiness looks like and what should be included in our Employability Workshops for young people. These workshops are now being developed based on these insights, and will be piloted in Autumn 2024.

Since launching, three young people have already secured paid employment.

"The support with CV writing [was most helpful], especially when I've struggled to put things into writing myself, we've been able to talk things through and get them down in the way I want them. [My support worker] is on top of the follow ups, and it all feels really consistent."

(Young person supported through *Propel into Work*)

We've also worked with employers to develop and deliver training to help them better support care-experienced young people in jobs and apprenticeships.

Coaching

This year we worked with 31 care leavers through our online ***121 Coaching*** offer, supporting young people to identify their personal goals – including around managing their time, building confidence, setting up a business, managing workload, emotional wellbeing, and building social networks – and to create and implement their own plans to progress towards these goals. The focus has been on building motivation as well as clarity around goals, action, and self-belief.

In an attempt to extend our reach and impact, we developed three standalone ***Group Coaching*** workshops on Confidence, Goal-setting, and Time Management, all themes arising from *121 Coaching* and that young people felt were foundational to being able to thrive. We trialled the first of these before year-end and have several scheduled in 2024. These group workshops will be reviewed using new impact tools and a decision taken around whether and how these are rolled out beyond this pilot. We anticipate volunteers may be involved in delivery of *Group Coaching* in the future.

One young person supported through our *Coaching* programme commented:

"It's been helpful as it's supported in shifting my perspective in a meaningful way that motivates me to take action, whilst still expanding on my own understanding of what's most important to me."

(Young person accessing *121 Coaching*)

Outreach, in-person delivery and reaching target groups

We delivered more information and advice in-person this year, via advice surgeries and workshops to young people. This has built our understanding of where in-person delivery adds greatest value for young people.

We identified groups of young people facing particular disadvantage, and increased our outreach capacity – through a new Participation and Outreach role – to promote our services particularly to these groups. Through this targeted outreach and by partnering with specific external organisations, we reached young people with experience of the criminal justice system, in geographic regions with higher numbers of children in and leaving care, and young people who arrived in the UK unaccompanied, and we saw engagement in our services widen to include young people we had previously not reached. We also improved how we capture demographic information about the young people we support, to help us understand who we are reaching and how this changes over time.

Young people shaping our services and organisation

We involved 23 young people in recruitment processes and shaping Become policies, and our new Senior Outreach and Participation Officer is allowing us to engage young people in a broader range of opportunities through which young people can shape our services and our new organisational strategy.

Impact

This year we strengthened our Impact Framework for Services and Training delivery. This involved developing Theories of Change, and designing non-intrusive, trauma-informed impact measures for use across our services. These were introduced at different points over the year, and have begun to generate more specific data and insight around the difference made by our *Care Advice Service*, *Coaching*, *Link Up*, *Propel into Education* and *Propel into Work*.

Using these impact tools, we know that 94% of *Care Advice Line* callers said they found our advice and support helpful, and 86% reported knowing more about their rights and entitlements following our support; within the first three or four sessions, 83% of young people accessing *121 Coaching* said they already felt more motivated and had achieved a short-term goal they had set, and 80% of young people supported throughout our two *Propel* services felt more confident about taking their next steps into work or education. Aggregating across the new outcome tools, we can evidence that 87% of the young people we supported across all services felt more confident in taking their next steps.

This coming year we intend to further embed use of these impact tools, develop impact measures for new areas of service development – including employability workshops – and deliver an external evaluation of our *Care Advice Service*, to support ongoing service improvement and demonstrate our impact to young people and funders.

Training

We continued our increased reach this year, delivering over 80 training sessions (double last year) and reaching 833 professionals from local authorities, fostering agencies, staff within voluntary and community organisations and mentors (up from 542 last year). We successfully delivered our first training targeted at Trainee and newly qualified Teachers, prison staff, and workers in supported accommodation for care leavers.

We delivered training on topics including 'An Introduction to the Rights and Entitlements of Care-Experienced Young People', 'Language Matters' and 'Supporting Care-Experienced Young People on their Journey to Higher Education'. We also developed and delivered new training titles, including *Workplaces that Care – Employment Support for Care-Experienced Young People*, and *Supporting Budgeting and Finance*. Whilst training was primarily delivered virtually, we delivered some in-person training. We also delivered bespoke training and training packages to organisations to deepen knowledge across multiple areas. 97% of professionals trained reported the training changing the way they would work with young people.

"[The training] will really support our confidence in developing a package of support that is relevant to Care-Experienced Young People."

"It has opened up a new way of thinking/approach for me in terms of trauma-experienced young people"

(Training participants)

Through our Young Trainers Programme, we collaborated with care-experienced young people in the design, piloting, delivery and evaluation of the training we delivered, including our PA Learning Programme.

Personal Advisors Training Programme

This year we completed Cohort two of our accredited *Personal Advisor (PA) Learning Programme*, which aims to build knowledge and improve practice among PAs who have a crucial role in supporting positive outcomes for care leavers, but for whom there is still no standardized training or qualification. Cohort two involved five Local Authority leaving care teams, and 18 PAs. Of these, 13 (72%) achieved the qualification, a significant improvement on cohort one (29%), supported via additional tutorial support .

We completed our external evaluation of Cohort 2, which evidenced the programme's impact:

- Increased knowledge amongst PAs of complex guidance and legislation relating to the PA role and former Unaccompanied Asylum Seeking Children, and of Local Authority support;
- Increased confidence in navigating the system, advocating for young people's rights and improved understanding of pathway planning;
- Young people supported by participating PAs rated this support as positive, reported an empathetic approach and that their PA meaningfully involves them in planning;
- Participants most valued connecting with other PAs, learning from Become's Trainers and from care-experienced Young Trainers about their lived experience of the care system.

We applied learning from evaluation to commence Cohort 3, which began during the year. We delivered nine of 10 training units by year end, with many PAs on track to secure the qualification. During 2024/25 we will complete and evaluate Cohort 3, transition to delivering our first self-funded *PA Programme*, with participating Leaving Care Services paying for PA learner places, and explore more scalable delivery models with interested local authorities.

"I really enjoyed delivering the course. It gave me the chance to interact with PAs in a different context, in ways I never did as a child in care. We had lots of support from Become before we actually got stuck into delivering training. We did practice sessions with each other as Young Trainers, which gave us a chance to get familiar with the content and build our confidence. I was also the first Young Trainer to gain accredited trainer status from the awarding body. I had to work hard to get that qualification, but I'm so glad I did. There aren't many opportunities where you can get a certificate at the end, and it's great to have it on my CV."

(Young Trainer, PA Programme)

Influencing policy

At Become, we are committed to challenging the system and shaping policy to make it the best it can be for children in care and young care leavers. We use our insight and expertise and our platform to ensure the voices and experiences of young people are at the heart of decision-making and help to improve outcomes and opportunities for care-experienced young people.

Despite ongoing instability in Ministerial appointments throughout 2023/24, with yet another change in Minister for Children over the course of the year, the reach of our political influencing has gone from strength

to strength, with more media coverage, particularly in mediums that are likely to influence political discourse, like Radio 4's Today Programme or the House Magazine, more direct engagement and meetings with politicians, more influence over Parliamentary discourse about the care system, and more opportunities for care-experienced young people to meet decision-makers.

This year, we launched our [Gone Too Far](#) campaign, which calls for national and local action to prevent children in care being moved far away from their local areas and communities. This included the publication of a policy report and new research, as well as a range of influencing activities. Throughout the campaign we have worked closely with our young *Gone Too Far* campaigners and together we have met two Government Ministers, the Shadow Minister for Children and Families, and the Liberal Democrat Lead on children's social care to discuss the campaign. The campaign has also been covered in national media, including Channel 4 News twice, has been debated in the House of Lords, been the subject of several Parliamentary Questions, and the campaign film was screened in Parliament where our young campaigners were able to talk more about the impact of this issue and the changes they want to see

We were pleased that we were successful in lobbying the Education Select Committee to hold an inquiry into children's social care. This was announced in December 2023, following several meetings that we had with Committee members and the Chair of the Committee. [Terms of the reference](#) for the inquiry included a number of elements that we had explicitly requested the Committee investigate, including a focus on the causes and trends of out-of-area placements. We also developed and promoted a survey for care-experienced young people and shared the findings with the Committee.

At the start of the year, we ran a short Corporate Parenting participation project which culminated in us taking a young person from the group to share the findings with the Cross-Ministerial Board for Care Leavers which included the Secretary of State for Education, Secretary of State for Levelling Up, the Chief Secretary to the Treasury and the Cross-Government Ministerial Lead amongst others.

We organise the [All-Party Parliamentary Group \(APPG\) for Care-Experienced Children and Young People](#). Through our work, support for the APPG has grown and we now have 11 Parliamentary Officers of the APPG, representing the three main political parties in England and members of both the House of Commons and House of Lords. This summer, we carried out an [APPG inquiry into the Government's proposals to extend corporate parenting responsibilities](#) to a range of public sector organisations. In total, we gathered evidence from over 200 individuals or organisations, including over 160 care-experienced young people. We fed this evidence and insight into politicians and policy leads at the Department for Education to ensure that reforms are informed and underpinned by the views and voices of care-experienced young people.

We attended the three main political party conferences in 2023 to raise awareness of our key campaigns about instability and the care cliff and throughout the year we produced a range of policy statements, reports, consultation responses, and briefings for parliamentarians and others to better inform decision makers and influence policy development and practice. This included responding to the Government consultations on social housing reforms, the Working Together to Safeguard Children guidance, on Advocacy services for children and young people, and to Ofsted's consultation on supported accommodation. We sent briefings to all 20 MPs selected in the private members bill ballot, asking them to consider doing their Bill on our *Gone Too Far* campaign and responded to the DfE annual data on children in care in November, sharing our briefing with 119 parliamentarians.

In November, we analysed the government's annual homelessness statistics to show there had been a shocking 33% increase in homelessness among young people leaving care over the past four years, and our 'Settled at Christmas' research report continued to highlight how many children were facing instability over the Christmas period and this time also looked at how many children came into care over this period. We were pleased to see both of these issues picked up in the media and in parliament.

We continued to influence the Government's reform agenda, taking young people to meet the Children's Minister on the first anniversary of the Independent Review's report as part of #ItsOurCare campaign; we also held sessions with young people to inform our submission to the Government consultation on the reforms, supported young people to take part in workshops led by Ofsted on their proposed inspection framework for supported accommodation, and took young people to speak to a Ukrainian Government delegation including the Ukrainian Minister for Social Policy on the importance of listening to the voices of care-experienced children and young people in reforming their care system.

As part of our commitment to being an evidence-based organisation, we moved into Year 2 of our 3-year research partnership with the University of Oxford's Rees Centre to understand what success means to care leavers. Researchers are working alongside our care-experienced design group named 'Future of Care' made up of 12 young people aged 21-25 to co-produce research materials and outputs, gaining insights from a range of stakeholders including local authorities and other young people. At the end of the project, we will have a new tool that can better measure the outcomes for care leavers.

Young people's participation in improving the care system

Our work to improve the care system is delivered alongside young people with experience of care and underpinned by our values. We believe strongly in the expertise held by care-experienced young people and seek to create opportunities where their views can be shared directly with decision makers to improve policy and practice, in ways that are both meaningful and safe.

This year we have grown our capacity to work with more young people and in different ways, and young people shared their views, told their story, or fed into our policy and participation work 505 times to influence change.

Become The Movement is our growing network of care-experienced children and young people and through our regular newsletter and WhatsApp broadcast group we share opportunities to engage in campaigning for change. We have made sure that their voices have been heard by decision-makers – whether that was arranging opportunities for young people to talk directly, or by collating their input to share in briefings and reports. Examples over the past year include:

- Being involved in groups focusing on a particular project such as:
 - The Corporate Parenting group
 - Our *Gone Too Far* Youth Campaign Group
 - Our research group *Future of Care* which is working with the University of Oxford Rees Centre to develop a tool that can measure what success means to care leavers
- Meetings with MPs, Peers, Ministers and Civil Servants
- Responding to surveys and consultations and joining focus groups

A big highlight this year, was running our first *Voice Day*, a celebratory event to amplify all the amazing projects and campaigns that care-experienced young people in *Become The Movement* were part of in 2023 – a wonderful space to reflect on the impact we are making together and to shine a light on all the opportunities care-experienced young people have been part of. We had some lovely feedback from the young people who took part:

"At Become, I feel heard – a unified voice is amplified and found a feeling of togetherness."

"Become is a shared experience, empowering by being part of a positive influence, part of a collective, to make a difference in the lives of care-experienced young people."

It's important that professionals hear directly from young people on what good practice looks like and this year we were delighted to support one of our network members to speak to an audience of 350 Ofsted Inspectors at their annual conference.

We continue to develop our processes and approaches to make sure that young people's involvement is safe, meaningful, and rewarding and have updated policies and processes to support this.

Campaigning and Communications

Our ongoing communications and campaigns highlight specific issues with the care system and seek to drive change by raising public awareness and understanding, challenging attitudes, and speaking to those in power who can make change happen, always ensuring young people's voices are front and centre.

We created over 75 opportunities for young people to share their views and experiences with professionals and potential supporters through our owned communications platforms and earned media and ensured young people's voices are heard in an empowering way, exceeding our year-end target of 20 opportunities for young people to feature in the media with an incredible 51 opportunities!

We continued to achieve high levels of media coverage this year, more than doubling our target by appearing in 97 national features including BBC News, ITV, Channel 4, The Today Programme and a range of newspapers including the Guardian, the Independent, the Express and the Sunday Mirror amongst others. In addition, we had 320 local newspaper and 29 sector trade publication mentions.

A big highlight this year was being the i Newspaper's 2023 Christmas Charity of the Year. We supported 18 young people to share their views and experiences in feature articles, making sure it was a positive experience for them and that they felt proud of their contributions. Other stand out media pieces included:

- Our *Gone Too Far* campaign getting several special features on Channel 4 News and other broadcasts such as BBC's Newsround, with the launch also featuring across all national and local BBC stations. The campaign also featured throughout the year in various newspapers including the Independent, the Daily Mirror, the Observer and the Guardian;
- Several features on profit in Children's Social Care, including Politics Home, the Observer and in the Big Issue;
- Our *Settled at Christmas* research in the Sunday Mirror and i Newspaper;
- Various features on the increase in homelessness amongst care leavers across radio, TV and newspapers;
- Care Leavers at University featuring on Woman's Hour, a young person talking to Annie Macmanus on her 'Changes' podcast and taking part in a special edition of a Radio 4 Today programme talking about foster care.

We also continued our reactive media campaign to challenge stigma by responding to resident complaints about planning permission for children's homes, calling for more understanding and urging residents to contact their MP to ask why more is not being done by Government to help children in care.

During the special days, weeks and months that celebrate the voices of care-experienced young people we ask young people to share their views and raise public awareness of issues in the care system:

- For National Care Leavers Week (NCLW) in 2023 our theme was CARE (Celebrate, Amplify, Raise Awareness, and Encourage Change). As part of the week we hosted two webinars where our brilliant Young Trainers hosted a takeover, leading a session to train professionals in what changes need to be made to the care system.

- Care Day is the world's biggest celebration of children and young people with care experience and we have been leading the campaign in England since it first began in 2015. This year we encouraged people to learn about and challenge stereotypes and stigma around care experience as well as asking people to encourage their MPs to attend our film screening in parliament.

Signups to our supporter newsletter continue to grow with over 9,000 now on our mailing list, a year-on-year increase of 33%. We also saw a 32% increase in followers across our social media channels, and started to test a Tik Tok channel. We launched our second impact report, highlighting what went well and what we would like to do even better next year.

Collaboration

We collaborate and partner with voluntary sector organisations and public bodies to ensure young people can access the support they need, and to strengthen our work to improve the care system and ensure care-experienced young people have opportunities to shape activity in the sector.

We are members of alliances and coalitions campaigning on issues in the care system, including:

- The Alliance for Children in Care and Care Leavers;
- Alliance for Youth Justice;
- Maternal Mental Health Alliance;
- Children's Rights Action Group;
- The Kinship Care Alliance;
- #KeepCaringTo18 campaign; and
- The steering group of #ItsOurCare.

We also sit on Ofsted's Social Care National Consultative Forum and National Network for the Education of Care Leaver's National Strategy Group.

We collaborate by adding our voice to sector campaigns and our expertise has also been welcomed through joining advisory boards and steering groups including Ofsted's Supported Accommodation Advisory Group, John Lewis Partnership expert group, and National Network for the Education of Care Leavers Quality Mark, as well as speaking at events (and supporting young people to speak at events) to share expertise.

We also partner with academics such as our three-year programme with the Rees Centre at Oxford University looking at how to better assess outcomes for care leavers.

This year, we have partnered with leaving care services, local authorities and other public service organisations, employers and voluntary and community sector partners to jointly deliver our services, signpost and refer young people to specialist support, and to build professionals' capacity through training.

Financial Review

Fundraising

We are dependent upon the generosity of individuals, trusts and foundations, and businesses to support our work and make a difference in the lives of children in care and care-experienced young people.

We're deeply grateful to all our supporters for their dedication and commitment to improving the lives of care-experienced young people and transforming the care system. We extend our deepest thanks to all.

Here are just a few of the exceptional supporters who enable our work:

AKO Foundation	Oso Foundation
Annie Macmanus	Peel Hunt LLP
Become Players	Raise Your Hands
Blagrove Trust	St James's Place Charitable Foundation
Biking for Children in Care	Swire Charitable Trust
The Clothworkers' Foundation	The 29 th May 1961 Charity
Dulverton Trust	The Allan & Nesta Ferguson Charitable Settlement
Fidelity Foundation	The Beatrice Laing Trust
Jacobs	The Esmée Fairbairn Foundation
James Laughland	The Hedley Foundation
Jennifer Cook	The John Coates Charitable Trust
John Turner	The Leathersellers' Company Charitable Fund
Leeds Building Society	The Listening Fund
Lincoln Private Investment Office Foundation	The Mark Leonard Trust
Liz and Richard Houghton	The Newby Trust
National Lottery Community Fund	The Patricia Routledge Foundation
Nationwide Building Society	The Paul Hamlyn Foundation
Milton Damerel Trust	The Tolkien Trust
Mint Velvet	The Will Houghton Foundation & Mint Velvet
Oak Foundation	

In addition, we extend our thanks to those who gave anonymously and those who supported the i News Appeal, and we warmly remember John Crisp and Nancy Drucker.

In 2023, we set a new benchmark in income generation at Become, and we owe it all to our incredible supporters who went the extra mile for us. Huge thanks to everyone who undertook a challenge, made a donation, or fundraised on our behalf. Your efforts in raising funds and awareness are invaluable.

2023 also saw Biking for Children in Care surpass £1m in total funds raised over the last 21 years. We were thrilled to recognise their accomplishments and dedication at an event at the Houses of Parliament.

More than 60 individuals laced up their running shoes to run, walk, or jog in the Big Half, raising an impressive £16,500.

Our loyal #BecomePlayers reconvened, with 46 creators and gamers raising over £9,000.

Our fantastic supporters also devised some innovative fundraising ideas of their own, going above and beyond for us once again. Here are a few standout moments:

- Elisa committed to running 7km a day for seven consecutive weeks, raising a remarkable £1,500;
- Craig, a seasoned runner for Become, celebrated his birthday with a wing walk, raising an impressive £200;
- Kirsten, from Axcis Education, completed the Rome marathon on our behalf, raising over £800.

i News chose to fundraise for Become as part of their 'Together We Care' Christmas appeal which generated over £270,000, inclusive of Annie Mac's match-funded Christmas appeal which raised an exceptional £41,000. Huge thanks to all those who showed such overwhelming generosity.

We secured over £1m from charitable trusts and foundations. Our corporate partners contributed over £100,000, and we were thrilled to develop partnerships with Leeds Building Society, Jacobs, and Peel Hunt amongst others.

Our high-value supporters continue to support care-experienced young people. They donated generous gifts, raised awareness through their networks, and dedicated time and energy to support us. Their support empowered us to assist children in care and young care leavers now and in the future. Over the past year, 50 companies, trusts and foundations, and philanthropists made a difference to the lives of children in care and care-experienced young people.

A massive thank you to all of our remarkable supporters for their generosity and commitment to our work.

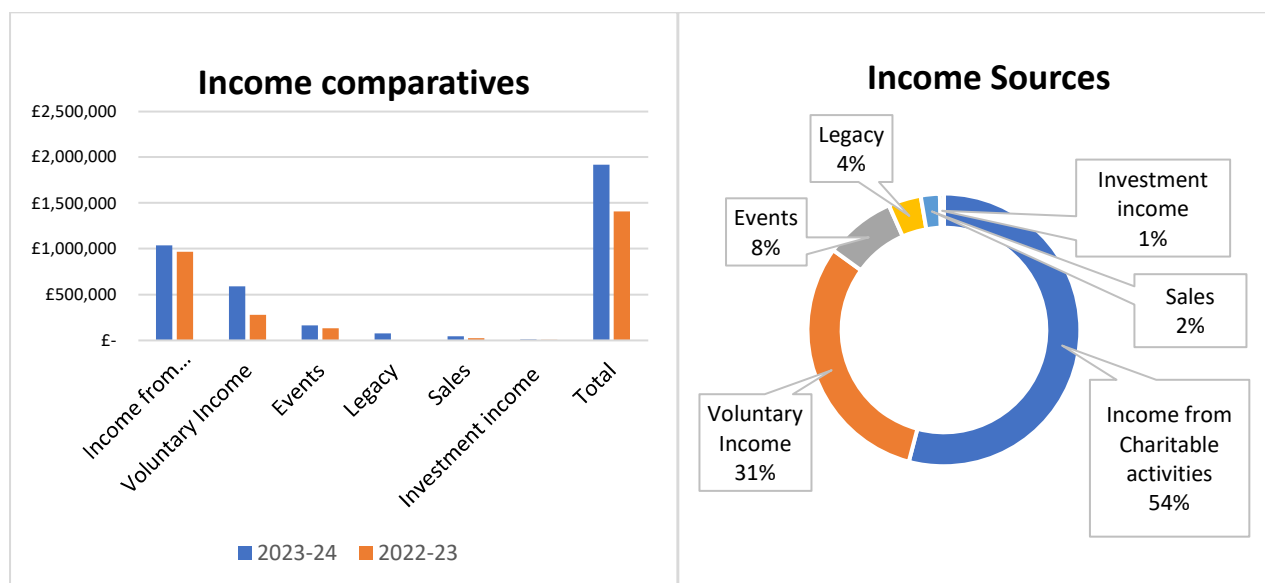
All of our fundraising activity is managed by our small in-house fundraising team.

We did not engage the services of any professional fundraising agencies to undertake direct response fundraising, solicitation or cultivation, either by phone, online or face-to-face.

We plan our fundraising communication to ensure we don't create undue pressure to donate, and, where possible, we take active steps to avoid care-experienced young people being shown our fundraising requests. We seek to share the authentic voice of the young people we support and never sensationalise their experiences. We record donor details and preferences on our secure database to ensure we contact them in the way they choose; supporters have the option to update their contact preferences at any time.

We act in compliance with the terms laid down by the Fundraising Regulator and data protection guidelines. We strive to achieve the highest possible standards of professional conduct and standards when fundraising and undertake several measures to ensure we are accountable for our practices. We had no complaints this year with regard to our fundraising practices. We carry out our activities in line with our own values and commitment to equity, diversity and inclusion.

Our principal sources of funding during the year continued to be grant funding representing 54% of the total income of the charity (2023: 69%). Grants are recorded as income from charitable activities. The other 46% is derived from voluntary donations, challenge events, and investment income.



Overall income in 2023-24 was 36% higher than the previous year, at £1,916,794 compared to £1,407,743 the year before. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was up 16% to £1,708,840 compared to £1,471,449 in the previous year.

In the forthcoming year we are committed to continue growing income. We will persist in our efforts to develop philanthropic and corporate fundraising. Our primary focus will be on creating a lasting impact for children in care and care-experienced young people. We will continue to foster innovation and insights to tackle the challenges they encounter.

Restricted funds raised for participation projects and information support totalled £548,839 in 2024 (2023: £632,813). Spending against grants received amounted to £709,073 (2023: £526,987). Any restricted funds unspent are carried forward for use in following years.

This table shows the amount spent on charitable work in each of the past five years:

Charitable work/ Accounting year:	2023-24	2022-23	2021-22	2020-21	2019-20
Total charitable work	£1,278,488	£1,005,158	£971,436	£644,088	£498,601
Increase/(decrease) on previous year	27%	3.5%	51%	29%	(11%)

Reserves policy

At 31st March 2024, the total reserves of the charity were £1,032,730, of which £300,961 was restricted by funders for specific projects and £731,769 was unrestricted. The Trustees have decided that the charity should aim to retain an appropriate level of unrestricted free reserves, which are sufficient to cover between 6 to 9 months' core running costs. In 2024 this represents between £278,436 and £417,654.

The Trustees calculate the unrestricted free reserves as that part of the unrestricted funds that are freely available, and not including any designated funds which have been earmarked for specific projects.

At 31st March 2024, the charity carried forward unrestricted free reserves of £721,340 (2023: £172,230) representing around 8 months' core running costs on our general fund of £999,767; see unrestricted expenditure on page 29 as follows:

Unrestricted reserves	£731,769
Less: Net book value of unrestricted fixed assets (note 9)	<u>(£10,429)</u>
Total Unrestricted free reserves	<u>£721,340</u>

Investment policy

The Trustees managed the investment portfolio in accordance with our governing document. Monies not immediately required for the objects of the charity may be invested in investments, securities or property as may be thought fit having regard to any consents and in accordance with any relevant laws. The Funding and Finance sub-committee includes Trustees with sufficient specialist knowledge and experience of investments suitable to the present needs of the charity.

We held investments in cash deposits and the COIF Global Equity Fund at the year end. The investments are primarily held for income purposes, generating £5,778 in the year – a return on investment of 2.3%. Although we do not have a specific target for returns on investment, we aim to have a positive return.

Principal Risks and Uncertainties

Strong financial controls are in place to mitigate the risk of financial losses due to theft or fraud, and these controls are regularly reviewed. We also have in place a safeguarding policy that applies to all staff and Trustees, volunteers or consultants working on our behalf, alongside the young people that we work with.

Trustees monitor the charity's risk register and charge the Chief Executive and senior leadership team to employ appropriate controls and mitigating actions to manage the levels of risks. The Board is satisfied that the charity is managing its key risk areas:

Financial

- Increased costs and insufficient income to deliver mission and plans, heightened by economic climate;
- Risk of fraud leading to financial challenges for the organisation.

Operational

- Staffing issues meaning reduced capacity and loss of knowledge and skills;
- ICT systems failures or other data breach leading to operational and data protection issues;
- Failure to adapt to new technology leading to organisational inefficiency;
- Failure to create a fully equitable, diverse, inclusive organisation leads to impact on mission and reputational risk.

Governance

- Lack of good governance and strategic leadership leading to mission drift and reduced impact/or inability to adapt, meaning we fail to remain relevant.

Regulatory

- Ineffective professional practice and safeguarding policies and procedures putting children and young people at risk.

External

- Low external profile undermining potential to generate unrestricted funds, achieve influencing goals and reach care-experienced young people;
- External forces (e.g. future pandemics, terrorist attacks, flooding etc.) leading to business continuity risks.

Plans for the Future

After a period of significant growth, the focus during the next 12 months is on developing our strategic planning in order to ensure that Become is in a healthy place to increase our impact and make a difference to the lives of more care-experienced children and young people over the long-term.

It is clear that there is growing pressure on the care system and we know that there will be more young people who need our support. We have therefore commenced detailed planning for our next strategy period, and are ensuring that we take account of the views of the Board, team members, care-experienced young people, funders, and various other stakeholders as we develop this.

In order to push forward with this revised strategy, we will be refreshing our brand to ensure that we are more visible and known amongst the key communities that we work with.

With a new Government in place, we will be working hard to ensure that children's social care is high on their agenda and on the agenda of all political parties that form part of the UK parliament.

We know that Equity, Diversity and Inclusion (EDI) is key to achieving our mission and therefore we will continue to push forward with our commitment to creating a culture where everyone feels valued, respected and empowered to achieve their full potential. We believe that by embracing the diversity of the young people that we work with, as well as that of team members, trustees, volunteers, and partners, we can enrich our insights and creativity, and have significantly more impact. As part of this we will be publishing our first EDI Annual Report which provides transparency and accountability on what we have done well, and what we still need to work on.

None of our vital work can happen without much needed funding. We will continue to develop our income streams, with a particular focus on corporate partners and major donors.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 March 1992 and registered as a charity on 22 April 1992. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2024 was 10(2023: 10). The Trustees have no beneficial interest in the charitable company.

The legal objects of the charity

Our legal objects are to promote the care, upbringing and establishment in life of children and young people who are or who have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children who are or who have been in the care of foster or adoptive parents and in particular (but without limitation) by:

1. Providing education, training and advice to such children and young people and to their carers
2. Conducting and promoting research as to the most effective means of providing care, making available the useful results
3. Relieving poverty, sickness, hardship and distress and preserving and protecting the health of such children and young people.

Board of Trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new Trustees in an open, inclusive and fair process. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are appointed by the Board to serve the period up to the next AGM when the appointment is put to the members for approval.

The Chair and Trustees are appointed on a three-year term, renewable for three terms, subject to consideration by the Board in particular circumstances. The minimum number of Trustees is four and the maximum number is 12.

New Trustees meet with the Chair, Chief Executive and the Senior Leadership Team as part of an induction process. As the charity works with vulnerable children and young people, Disclosure and Barring Service checks are completed as appropriate in accordance with our safeguarding policy.

In addition to regular board meetings, the Board holds periodic strategic planning and review days to consider emerging issues and develop strategic plans.

We are pleased to have a diverse Board in terms of skills and experience and also diversity around race and age. We are proud that half of our Board are care-experienced.

The charity invests in board development to enable board members to better know each other and appreciate the different expertise and perspectives on the Board and to enhance Board decision-making and effectiveness.

Organisational structure

The Board of Trustees meets quarterly and is responsible for overseeing the strategic direction of the charity. Trustees review salaries on an annual basis as part of the organisation's budget cycle. Salaries are set based on the requirement and responsibility of a role and sector pay benchmarking.

The Funding and Finance sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full Board on these areas.

Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the Chief Executive and the Senior Leadership Team.

Statement of Responsibilities of the Trustees

The Trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom accounting standards.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the Memorandum and Articles of Association. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no information relevant to the audit of which the auditors are unaware;
- The Trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to appoint the auditor for the coming year will be put to a future Trustee meeting.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

Approved by the Trustees on 19 September 2024 and signed on their behalf by:



Leslie Morphy OBE
Chair



Frances Lang
Treasurer

Report of The Independent Auditors to the members of Become Charity Limited

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act, Companies Act 2016, UK GAAP and Charity SORP FRS 102.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments,
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's [website](#). This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Susan Plumb ACA
Senior Statutory Auditor
For and on behalf of Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU
Date: 26 September 2024

Statement of Financial Activities

(Incorporating an Income Statement)

Year ended 31 March 2024

		Unrestricted				
	Note	General	Designated	Restricted	2024 Total	2023 Total
		£	£	£	£	£
Income from:						
Donations and legacies	2	826,284	-	-	826,284	410,605
Trading activities	3	43,175	-	-	43,175	24,675
Charitable activities	4	489,114	-	548,839	1,037,953	965,733
Investments		9,382	-	-	9,382	6,730
Total Income		1,367,955	-	548,839	1,916,794	1,407,743
Expenditure on:						
Costs of raising funds		430,352	-	-	430,352	466,291
Charitable activities		569,415	-	709,073	1,278,488	1,005,158
Total Expenditure	5&8	999,767	-	709,073	1,708,840	1,471,449
Net Income/ (Expenditure) before gains and losses on investments		368,188	-	(160,234)	207,954	(63,706)
Net Gain / (Loss) on investments	10	33,243	-	-	33,243	(11,878)
Net Income / (expenditure)		401,431		(160,234)	241,197	(75,584)
Transfers between Funds	13	147,460	(147,460)	-	-	-
Net Movement in Funds		548,891	(147,460)	(160,234)	241,197	(75,584)
Reconciliation of Funds:						
Fund balance at 1st April 2023	13	182,878	147,460	461,195	791,533	867,117
Fund balance at 31st Mar 2024	13	731,769	0	300,961	1,032,730	791,533

The statement of financial activities includes all gains and losses recognised in the year.

The income and expenditure derive from continuing activities. See note 19 for an analysis of the 2023 comparatives.

Statement of Cash Flows

Year ended 31 March 2024

	2024 £	2023 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (note 13)	241,197	(75,584)
Add depreciation	7,807	6,641
Less purchase of fixed assets	(7,587)	(7,879)
Less interest & dividend income	(9,382)	(6,730)
Less (gain)/Add loss on revaluation of investments	(33,243)	11,878
Less increase in debtors	1,463	190,823
Add increase in creditors	(17)	(10,888)
Cash provided by operating activities	A 200,238	108,261
Cash flows from investing activities		
Income from interest & dividends	9,382	6,730
Cash provided by investing activities	B 9,382	6,730
Cash flows from financing activities	C -	-
Increase in cash and cash equivalents in the year (A+B+C)	209,620	114,991
Total cash & cash equivalents brought forward	619,992	505,001
Total cash and cash equivalents carried forward *	829,612	619,992

*refer to balance sheet, page 31

Statement of Financial Position (Balance Sheet)

As at 31 March 2024

	Note	2024 £	2024 £	2023 £
Fixed assets:				
Tangible assets	9	10,429		10,648
Investments	10	250,749		217,506
			261,178	228,154
Current assets:				
Debtors	11	41,342		42,806
Cash at bank and in hand		829,612		619,992
		870,954		662,798
Liabilities:				
Creditors: amounts falling due within one year	12	99,402		99,419
Net current assets			771,552	563,379
Total net assets less current liabilities			1,032,730	791,533
Net Assets			1,032,730	791,533
Funds				
General funds	13		731,769	182,878
Designated funds	13		-	147,460
Total unrestricted funds	13		731,769	330,338
Restricted funds	13		300,961	461,195
Total funds	13		1,032,730	791,533

Approved by the Trustees on 19 September 2024 and signed on their behalf by:



Leslie Morphy OBE
Chair



Frances Lang
Treasurer

Notes to the financial statements

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice. This is applicable to charities preparing their accounts under the Financial Reporting Standards applicable in the UK (FRS102, Charities SORP FRS102) and the Companies Act 2006.

The presentational currency in these accounts is sterling, rounded to the nearest £.

Become meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis: There are no material uncertainties about the charity's ability to continue. The accounts have therefore been prepared on a going concern basis. The charity has cash reserves of £829,612 and net assets of £1,032,730.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant and is not deferred.

Donated services and facilities: Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time with the charity is not recognised.

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt, if applicable.

Interest receivable: Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1 Accounting policies cont.

Expenditure, allocations and irrecoverable VAT: Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure includes attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the Statement of Financial Activities on a basis designed to reflect the use of the expenditure. Costs relating to a particular activity are allocated directly, others including support costs and governance costs, are apportioned on an appropriate basis as set out in note 8, and as agreed with funders:

The costs of generating funds relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Operating leases: Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due and on a straight line basis over the term of the lease.

Tangible fixed assets: All assets purchased with a value of over £500 and a life of more than one year are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, usually 3 years. Leasehold improvements and the building of cloud and other IT infrastructure is amortised over the remaining length of the lease or over 5 years if shorter.

Investments: Investments are shown in the accounts at market value at the balance sheet date. Any unrealised gains or losses made in the year are recorded in the statement of financial activities.

Debtors and prepayments: Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

Cash at bank and in hand: Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies cont.

Creditors and provisions: Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably.

Fund accounting:

Restricted funds are to be used for specific purposes as laid down by the donor or funder.

Designated funds are unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Transfers between funds are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective. Transfers may also take place where funds are designated or undesignated.

Pensions: The charitable company operates a group money purchase defined contribution pension scheme operated by Royal London. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no further liability under the scheme other than for the payment of those contributions.

The charity made a 5% employer contribution to a money purchase pension scheme operated by Royal London under auto-enrolment. It acts as agent in the collecting and paying over of any employee pension contributions. Employees who are part of the pension scheme make a minimum contribution of 3% towards the scheme. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted £	2024 Total £	2023 Total £
David & Ruth Lewis	50,000	50,000	40,000
The Will Houghton Foundation & Mint Velvet	70,000	70,000	30,000
Tolkien Trust	50,000	50,000	-
Oak Foundation	212,500	212,500	-
Esmée Fairbairn	75,000	75,000	-
Events	161,950	161,950	130,984
Legacy	74,202	74,202	-
Regular Giving and Other Donations	132,632	132,632	209,621
Total	826,284	826,284	410,605

Donations and incoming resources are separately identified where single transaction amounts are £5,000 or over, except for donors who wish to remain anonymous.

3 Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Other Income	1,711	-	1,711	724
Consultancy & Training	41,464	-	41,464	23,951
Total	43,175	-	43,175	24,675

4 Incoming resources from charitable activities

	Unrestricted	Restricted	2024 Total	2023 Total
	£	£	£	£
Grant income:				
The Mark Leonard Trust	20,000	12,000	32,000	50,000
The Blagrove Trust	-	66,470	66,470	60,700
The Dulverton Trust	35,000	-	35,000	35,000
The Big Ask (now The Considered Ask Foundation)	-	-	-	14,400
Fidelity	-	86,238	86,238	91,250
Evan Cornish	-	-	-	10,000
The John Lewis Foundation	-	57,523	57,523	-
The Allan And Nesta Ferguson Charitable Foundation	-	20,000	20,000	-
The Prism Charitable Trust	25,000	-	25,000	25,000
The Will Houghton Foundation & Mint Velvet	-	-	-	30,000
BBC Children In Need	-	-	-	10,494
The National Lottery Community Fund	-	108,858	108,858	200,655
The Cloth Workers Foundation	-	100,000	100,000	100,000
Alan and Gill Gray Philanthropy	-	-	-	129,414
Tolkien Trust	50,000	-	50,000	50,000
Esmée Fairbairn	84,364	-	84,364	72,750
The Leathersellers' Company Charitable Fund	-	15,000	15,000	-
Newby Trust Ltd	-	10,000	10,000	-
Swire Charitable Trust	20,000	-	20,000	25,000
AKO Foundation	-	25,000	25,000	25,000
Oak Foundation	212,500	-	212,500	-
St James's Place Charitable Foundation	-	30,000	30,000	-
Other	42,250	17,750	60,000	36,570
	489,114	548,839	1,037,953	965,733

5 Net income/expenditure

This is stated after charging the following expenditure:

		2024 £	2023 £
Depreciation & loss on disposal		7,807	6,641
Auditors' remuneration		4,656	4,922
Operating lease rentals:	Property	3,066	8,491
Trustees'/Directors' remuneration	(note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	1,071,377	885,035
Social security costs	106,133	90,379
Pension contributions (defined contribution scheme)	47,298	37,622
Total direct staff costs	1,224,808	1,013,036
Outsourcing & consultancy fees	96,211	94,053
Total costs	1,321,019	1,107,089

The key management of the charity comprises the Chief Executive, Director of Finance and People, Director of Fundraising, Director of Services and Director of Policy, Campaigns and Communications. Their total emoluments amounted to £339,087 (2023: £257,194) inclusive of employer's pension contributions of £15,930 (2023: £9,463).

The number employees with emoluments in the range were:

	2024	2023
£60,000 to £69,999	2	0
£70,000 to £79,999	1	1
£80,000 to £89,999	1	0
	4	1

The average weekly number of employees (full-time equivalent) employed by the charity during the year was as follows:

	2024	2023
Generating Funds	5.8	6.4
Charitable Activities	18.8	15.9
Governance	0.2	0.2
	24.9	22.5

7 Trustee Remuneration and Related Party Transactions

No Trustees received remuneration during the year (2023: nil).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity or reimbursed expenses during the year (2023: none).

8 Total Expenditure

	Cost of generating funds	Charitable expenditure	Governance costs	Support costs	2024	2023
	£	£	£	£	£	£
Staff costs and freelance consultants (note 6)	284,679	817,026	6,990	212,325	1,321,019	1,107,089
Related staff & volunteer costs	5,271	32,565	-	61,093	98,929	85,294
Participant travel & related expenses	392	35,476	-	80	35,948	21,807
Materials production, printing and activities	8,147	14,454	-	322	22,923	73,082
General office costs	46,011	62,676	-	49,414	158,101	117,275
Website development	-	14,371	-	2,752	17,123	7,380
Premises costs	417	-	-	5,166	5,583	8,491
Professional, legal and accounting fees	-	27,082	4,656	9,669	41,407	44,389
Trustees' expenses	-	-	-	-	-	-
Depreciation (note 5 & 9)	-	-	-	7,807	7,807	6,641
Expenditure	344,917	1,003,650	11,646	348,628	1,708,840	1,471,449
Allocation of support staff & related costs *	64,224	206,604	2,590	(273,418)	-	-
Allocation of support costs *	17,666	56,831	712	(75,210)	-	-
Sub-total	426,807	1,267,085	14,948	-	1,708,840	1,471,449
Allocation of governance costs *	3,545	11,403	(14,948)	-	-	-
Total expenditure reallocated	430,352	1,278,488	-	-	1,708,840	1,471,449

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). General management and support staff costs are allocated to the charitable activities and costs of generating funds on the basis of time spent per activity. Central office costs, depreciation, establishment and other sundry costs are allocated to charitable activities and costs of generating funds on the basis of headcount, as an approximation of usage rates. Governance costs are allocated to the costs of generating funds and charitable activities proportionally.

9 Tangible fixed assets

		Computer Hardware & Software	Furniture & Equipment	Total
		£	£	£
Cost	At 1 April 2023	75,163	18,324	93,487
	Additions	7,587	-	7,587
	Disposals	-	-	-
	At 31 March 2024	82,750	18,324	101,074
Depreciation	At 1 April 2023	64,515	18,324	82,839
	Charge for the year	7,807	-	7,807
	Disposals	-	-	-
	At 31 March 2024	72,322	18,324	90,646
Net Book Value	At 1 April 2023	10,648	-	10,648
	At 31 March 2024	10,429	-	10,429

10 Investments

	2024	2023
	£	£
COIF Charities Global Equity Income Fund		
Value at 1 April 2023	217,506	229,383
Additions/(Disposals) in the year		-
Value at 31 March 2023: 84,718.31 @ 2.5674p		217,506
Value at 31 March 2024: 84,718.31 @ 2.9598p	250,749	
Unrealised gain/(loss)	33,243	(11,878)

Based on the quarterly dividends paid, the income yield was 2.3% (2023: -2.66%)

11 Debtors

	2024	2023
	£	£
Trade debtors	23,224	10,542
HM Revenue & Customs – Gift Aid reclaimable	-	907
Accrued income	432	3,500
Prepayments & accrued income	17,435	22,726
Other debtors	251	5,131
	41,342	42,806

12 Creditors: amounts falling due within one year

	2024 £	2023 £
Subscriptions in advance and deferred income	12,985	12,225
Trade creditors	11,085	16,007
Taxation & social security	40,282	34,220
Accruals	35,050	36,967
	99,402	99,419

13 Movements in funds

The difference between incoming and outgoing resources is £241,198. This table breaks down the movement in funds.

	At start of year	Incoming resources	Outgoing resources	Funds transfer	At end of year
a. Widening Participation in FE/HE	13,335	117,523	85,691	-	45,167
b. Care Advice Service	102,714	148,858	155,830	-	95,742
c. Impact	682	-	-	-	682
d. Personal Advisors' Training	95,005	100,000	117,481	-	77,524
e. Policy & Participation	23,882	66,470	74,090	-	16,262
f. Workshops for Children in Care	8,330	-	8,330	-	-
g. Capacity development	217,250	115,988	267,652	-	65,586
Total Restricted funds	461,195	548,839	709,074		300,961
General Funds	182,878	1,401,199	999,767	147,460	731,769
Designated Funds	147,460	-	-	(147,460)	-
Total Funds	791,533	1,950,038	1,708,841	-	1,032,730

Purposes of restricted funds

Restricted funds cover specified activities, including employment, health and education programmes, online services for children and young people and specific projects, as described below:

13a. Widening Participation in FE/HE – The AKO Foundation, John Lewis Foundation, Allan & Nesta and The Leathersellers' Company are funding a project to widen participation in further education for young people leaving care.

13b. Care Advice Service – grants were received from National Lottery Community Fund, St James Place and Newby Trust towards the *Care Advice Service*.

13c. Impact – Lloyds Bank Foundation had funded a new monitoring and evaluation database.

13d. Personal Advisors' Training – The Clothworkers' Foundation are funding a five-year pilot PA training programme which aims to improve the skills and knowledge of PAs who are supporting young people leaving care.

13e. Policy & Participation – grants from The Blagrave Trust and The Listening Fund contributed towards Policy, Campaigns and Communications team members salaries.

13f. Workshops for Children in Care – BBC Children in Need have committed to 3 years of support in the development and delivery of healthy relationship workshops for children in care, helping them build positive relationships, improve emotional wellbeing and increased confidence.

13g. Capacity development - funding from a three-year grant from Alan and Gill Gray Philanthropy to increase Become's capacity to deliver direct support to young people, build an evidence base, develop an impact measurement approach and invest in future sustainability and from the Fidelity UK Foundation for the role of Director of Operations to support growth and impact.

Purpose of designated funds

The Morris Legacy had been designated by Trustees to fund two new roles to grow the policy and public affairs capacity and build a research & evaluation function over a 2-year period. This has since been undesignated and transferred to free reserves.

14 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	10,429	-	10,429
Investments	250,749	-	250,749
Net current assets	470,591	300,961	771,552
Net assets at 31 March 2023	731,769	300,961	1,032,730

15 Operating lease commitments

The charity had no operating lease commitments during the year.

	Equipment		Property	
	2024 £	2023 £	2024 £	2023 £
Within 1 year	-	173	-	-
Within 2-5 years	-	-	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	-	173	-	-

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date; the lease was terminated during 2023/24.

16 Restricted funds in deficit

Where a restricted fund is in deficit at the end of an accounting period, the charity makes a decision on whether there is some prospect for the deficit to be reduced by funding receipts in subsequent accounting periods. If there is a good prospect, the deficit is shown in full. Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

18 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

19 Detailed comparatives for the Statement of Financial Activities

		Unrestricted			Total 2023 £
	Notes	General £	Designated £	Restricted £	
Income					
Donations and legacies	2	410,605	-	-	410,605
Income from other trading activities	3	24,675	-	-	24,675
Income from charitable activities	4	332,920	-	632,813	965,733
Income from investments		6,730	-	-	6,730
Total income		774,930	-	632,813	1,407,743
Expenditure					
Costs of raising funds:					
Costs of generating activity income		466,291	-	-	466,291
Expenditure on charitable activities:		461,442	16,729	526,987	1,005,158
Total expenditure	5&8	927,733	16,729	526,987	1,471,449
Net (expenditure)/income before gains and losses on investments		(152,803)	(16,729)	105,826	(63,706)
Net loss on investments	10	(11,878)	-	-	(11,878)
Net (expenditure)/income		(164,681)	(16,729)	105,826	(75,584)
Transfers between funds		54,000	(54,000)	-	-
Net movement in funds		(110,681)	(70,729)	105,826	(75,584)
Reconciliation of funds:					
Fund balances at 1 April 2022	13	293,559	218,189	355,369	867,117
Fund balances at 31 March 2023	13	182,878	147,460	461,195	791,533

Reference and Administrative Details

Charity number	1010518	
Company number	2700693	
Registered office	To 18 June 2024: Become Charity Suite 151 264 Lavender Hill London SW11 1LJ	
	From 19 June 2024: Become Charity 88 Old Street London EC1V 9HU	
Patrons	Liz and Richard Houghton Karen Jankel James Laughland Gill Timmis	
Board of Trustees	Leslie Morphy OBE Hugh Thornbery CBE Marvin Campbell Frances Lang Eliot Lyne Terry Galloway Andy Harris Beth Taswell Rachael Wardell Ony Chima Meera Mistry Phillipa Uden Tom Willets Tim Aldridge	Chair (appointed 13/03/2024) Chair (resigned 20/09/2023) Vice Chair (appointed 13/03/2024) Treasurer (appointed 20/09/2023) Director (resigned as Treasurer 20/09/2023; resigned 19/06/2024) Director Director (Acting Co-Chair 20/09/2023 to 13/03/2024) Director (Acting Co-Chair 20/09/2023 to 13/03/2024; resigned 19/06/2024) Director (resigned 13/03/2024) Director Director (resigned 13/03/2024) Director Director Director (appointed 19/06/2024)
Senior Leadership Team	Katharine Sacks-Jones Cerys Shepherd Chloe Grant Clare Bracey Andrew Lines David Partridge	Chief Executive & Company Secretary Director of Fundraising Director of Services Director of Policy, Campaigns & Communications Director of People (resigned 31/05/2023) Director of Finance & People (appointed 04/09/2023)

Bankers

Unity Trust plc
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Independent Auditors

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU

Accounts

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2023

BECOME.

THE CHARITY FOR CHILDREN IN CARE
AND YOUNG CARE LEAVERS

Become Charity

Trustees' Annual Report
and Financial Statements

for the Year Ended 31 March 2023

Company no. 2700693

Charity no. 1010518

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Message from the Chief Executive and Chair

This year we marked our 30th year as a charity. Not celebrated – because it's still the case that too many care-experienced young people do not have the love, support and stability they need and deserve – but we took the opportunity to reflect nonetheless on the progress that's been made and the changes we continue to fight for. We invited key supporters and young people to an exhibition – where our Trustee, Pip, spoke about what Become means to her.

"In 30 years' time, I expect the changes Become has advocated for to be policy. I expect Become to continue to help us to thrive but not in spite of a failing care system. I expect the government to listen to us in the way that Become does."

This year saw the publication of the Government commissioned Independent Review of Children's Social Care. We were pleased to see the acknowledgement that the care system is not working for too many children and young people and that the review included 13 of our recommendations for change. The Government's response to the review set out their vision to put love and stability at the heart of children's social care. Whilst we welcomed this vision and some of the proposals they put forward, we were clear that greater ambition, investment and urgency is needed if we are to end the care cliff young people face when leaving care and to improve the experiences of children in the care system.

In particular, there was little in the Government's plans to tackle the big issue of instability in the care system, which currently sees 7 in 10 children in care experiencing a change in home, school, or social worker each year – an issue we highlighted in our 'Home for Christmas' report which revealed the shocking number of children and young people in care moved over the Christmas period.

Young people's voices are at the heart of all we do, and we were pleased that over 200 young people shared their views, told their story, or fed into our policy and participation work. We launched our young person's design group, 'Future of Care' to develop new measurements of success for young care leavers, amplified the voices of hundreds more young people during Care Day with our #KnowAboutCare theme, and achieved our highest ever level of media coverage, helping to build awareness and push for change.

We continued to positively impact the lives of care-experienced young people through our services, including reaching more care-experienced young people in new settings such as HMP Pentonville. Our Propel service offered advice and support to care leavers on all aspects of applying to, preparing for and making a success of Further and Higher Education and this year we expanded our delivery of workshops for young people and continue to see growth in the number of people accessing our online Propel resources.

We also worked to improve the practice of professionals working with young people and saw a 50% increase in the numbers we reached through our training programmes. A particular highlight this year was delivering the first cohort of our innovative Personal Advisor (PA) Training Programme – working with local authorities to pilot accredited learning for the professionals who support young people leaving care.

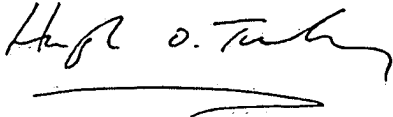
As we look forward, and against the backdrop of a cost-of-living crisis making life even more challenging for care-experienced young people, we will intensify our efforts to reach more children and young people, helping them understand their rights and entitlements, access the support they need, develop their skills, and overcome the challenges they face. We will ensure their voices and experiences are at the centre of all we do. We will redouble our efforts to fight for a care system that works better for all children and young people, now and into the future.

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2023

On behalf of the Board of Trustees, we express our heartfelt gratitude to all the individuals, Trusts and Foundations, and corporate supporters who play a vital role in transforming the lives of children and young people with care experience. Your unwavering support fuels our determination to keep pushing forward.

Thank you!

A handwritten signature in black ink, appearing to read 'Hugh Thornbery', with a horizontal line underneath.

Hugh Thornbery CBE
Chair of Trustees

A handwritten signature in black ink, appearing to read 'Katharine Sacks-Jones', in a cursive style.

Katharine Sacks-Jones
Chief Executive

Trustees' Annual Report for the Year Ended 31 March 2023

The Trustees present their report (which includes the strategic report) and the audited financial statements for the year ended 31 March 2023. The reference and administrative information is set out on page 42 of this report.

The aims and objectives of Become

Charitable objects:

To promote the care, upbringing and establishment in life of children and young people who are or have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children or who are or have been in the care of foster or adoptive parents.

<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1010518/governing-document>

Our vision is that care-experienced people have the same chances as everyone else to live happy, fulfilled lives.

Our mission is to help children in care and young care leavers to believe in themselves and to heal, grow and unleash their potential. We work alongside them to make the care system the best it can be.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. This year has been the third year of our five-year strategy period (2020 – 2025) and we remain focused on delivering across our four strategic aims: supporting children, supporting practice, challenging the system and changing attitudes.

We have continued to develop and deliver ambitious plans to reach children and young people through online and digital support as well as increasing our outreach and partnership work with other organisations.

We have increased our capacity to support young people, develop professional practice and to work with young people to campaign for change to the care system and to tackle stigma. We continue to build our operational and fundraising capacity to enable us to grow as an effective and sustainable organisation able to deliver tangible change for children and young people in the coming years.

We are focused on ensuring we have the most impact in young people's lives and have developed and are starting to implement a new approach to how we measure and report on impact across our strategic aims.

Our values

Honesty

We speak up, for, and alongside children in care and young care leavers. We always act in their best interests. We share a vision and purpose that we convey clearly to others.

Empowerment

We help children in care and young care leavers to be powerful agents of positive change in their own lives, in the care system and in society.

Respect

We listen to care-experienced people and we work in partnership with them to improve the experience of being in care and their life after care.

Kindness

We care about the young people we work with and we help the care system to be more like a good parent. We look after ourselves and after each other so we can be our best for young people.

Optimism

We are angry about the times when the care system and society let young people down, but are determined, ambitious and optimistic about our ability to make things better.

Strategic aims

Supporting children

We help children in care and young care leavers to believe in themselves and to shape the future they want.

Supporting practice

We develop and support the practice of people who work with and care for children in care and young care leavers, so that they are able to do their best for young people.

Challenging the system

We ensure that the voices of children in care and young care leavers are listened to and acted upon – and we hold people and organisations who have power, in and over the care system, to account.

Changing attitudes

We improve society's understanding of, and empathy with, children in care and young people and adults who are care-experienced.

How our activities deliver public benefit

All our charitable activities focus on children and young people in care and young care leavers. We are committed to meaningfully involving young people in every area of our work where possible, including operations and governance. We have had due regard of the guidance issued by the Charity Commission.

Strategic Report

Achievements and performance

Become delivers a range of services and activities aimed at improving the lives and future life chances of care-experienced children and young people. These include the Care Advice Service, Coaching and 1:1 support, and Propel (a website for care leavers providing information on the support available at colleges and universities across the UK). Through these programmes we reached 983 children and young people (directly and via supporting adults in their lives) this year.

We also work to campaign for change and to support young people to participate in policy making. This year we worked with 220 young people who shared their views, told their story, or fed into our policy and participation work to influence change. May 2022 saw the publication of the Independent Review of Children's Social Care and after 18 months of working with young people to ensure their voices and views were fed in, we were pleased to see the acknowledgment that the care system is not working and the inclusion of 13 of our recommendations for change – we continued to influence the Government's response to the review throughout the year.

Care Advice Service

The Care Advice Service provides holistic information, advice and support for children in care and care leavers, their loved ones and professionals who support them. 605 made contact with the Care Advice Service in the financial year. The ages of the young people who contacted us ranged from 14-27, and additionally a number of care-experienced adults (28+) also reached out to the Care Advice Service. Individuals contacted us from all regions of the UK, with the majority of those contacts coming from Greater London, followed by the South East and the North West.

The service has been offered by freephone and email, but we will be transitioning to a new call handling platform allowing WhatsApp, automatic messaging and web chat digital solutions to increase accessibility and reach.

This year, we saw a high number of complex issues for the young people calling the Care Advice Line and continued need for the follow-on case work and wellbeing support we offer as part of our service. The most common areas of support requested related to housing and homelessness, higher education and general rights and entitlements.

We had a high number of calls from young people struggling with their mental health, with most safeguarding issues arising relating to young people in mental health crises – with suicidal ideation or active plans for suicide, alongside safeguarding concerns around sexual abuse, domestic abuse, criminal exploitation and street homelessness.

Our team work closely with local authorities and other specialist providers to ensure young people can access the support they are entitled to. The Care Advice Service also acts as way for young callers to access other opportunities within Become, including ongoing one-to-one support and coaching, our Link Up group sessions, and campaigning and influencing opportunities through Become the Movement.

"Thank you for everything. I don't always express things very well, but I appreciate your support. I know things will get better too, thank you for spending the time and showing you care."

Care experienced young person, November 2022

In an effort to reach those young people facing particular disadvantage, we piloted an in-person Care Leavers Advice Surgery at HMP Pentonville. After early success, we delivered monthly advice surgeries, advising 23 young people on their rights and entitlements as care leavers, enabling them to access the support they're entitled to whilst in custody, and in preparation for release. We plan to build on this in the coming year, extending our offer to other custody settings.

"I feel more educated and able to know who to contact if I needed help."
(Care leaver at HMP Pentonville)

The Link Up

We have continued to deliver weekly Link Up sessions, creating a safe and supportive social space for care leavers to build friendships and community. 27 young people attend, the majority of whom attended multiple Link Up sessions.

We facilitated Link Up "spécials", including a series focused on poetry and another on self-love and self-care. We delivered monthly "Speakers' Corner" spécials, inspiring young people by hearing the journeys and reflections of care-experienced adults.

"I enjoyed the crafts and the meal. Just to be able to sit and talk with the others, sharing our experiences, is so helpful and refreshing." (Young person attending Link Up sessions)

Propel

The Propel service has continued to offer advice and 1:1 support to care leavers on all aspects of applying to and preparing for Further Education and Higher Education. This support has included identifying courses and institutions, support with UCAS and Student Finance applications, advice around local authority support and financial bursaries and grants and connecting young people with dedicated support on campus. We supported 93 young people (directly and via their supporting adults) over the year.

This year we expanded delivery of workshops for young people on Higher Education, working with partner organisations including Virtual Schools, Local Authority Children's Social Care Teams, and University Widening Access Teams, to deliver 16 workshops reaching 164 young people aged 16 – 25.

We merged the Propel website with the main Become website, and maintained up to date information about each institution's offer to care leavers and courses available. 14,860 people used the Propel website to better understand the support available to them (up from 8,854 last year).

Coaching

This year we worked with 38 care leavers through our Coaching offer, supporting young people to identify their personal goals – managing workload, emotional wellbeing, building social networks and more - and to create and execute their own plans to progress towards these goals. The focus has been on building motivation, clarity around goals, action, and self-belief.

Coaching has primarily been delivered online. However, our qualified Coach delivered an in-person group workshop to young people accessing coaching support to further motivate and equip them to work towards their goals.

One young person supported through our coaching programme commented:

"Coaching provides a safe space to reconnect with myself. It has given me the energy to work towards the things I have always wanted. Coaching has helped change my mindset and attitude."

(Young person accessing coaching)

Working with a younger age group

Our Services team continued to deliver workshops for children and young people in care about healthy relationships, focusing on how to build and maintain healthy relationships, warning signs of an unhealthy relationship and knowing where to go for support if worried about a relationship.

We partnered with Children's Social Care teams and voluntary organisations to deliver 9 workshops, reaching 54 young people aged 12 – 17. The content has been well received, with young people and organisations commenting on their value:

"I learned about relationship with yourself and with others"

(Young person accessing workshop)

"I just wanted to say a big thanks for the session ... all the children demonstrated a good understanding in the individual conversations I held afterwards! Thank you!"

(Partner organisation for Let's Talk Relationships project)

Impact

This year we began to develop a detailed Impact Framework and new impact measures to better measure the impact of our Care Advice Service, Propel and Coaching. Using these impact tools, we know that 90% of young people providing feedback on their support via the Care Advice Line Advice felt better after their call, and 69% felt more confident in understanding their rights and entitlements and had learnt about support available to help them tackle challenges they face.

Based on a subsequent review, these impact measures will be further developed, based on reflections and experiences of our services team and young people.

This coming year we will develop or update a Theory of Change for each service and build the updated impact measures into our Lamplight recording system.

Training

This year we delivered over 40 training sessions reaching 542 professionals from local authorities, organisations and charities across the UK, an increase of almost 50% of from last year. We collaborated with care-experienced young people in the design, piloting, delivery and evaluation of the training we delivered.

We delivered training on topics including An Introduction to the Rights and Entitlements of Care-Experienced Young People, A Beginner's Guide to Care, and Language Matters, which discusses terminology used within the care system and the impact this may have on care-experienced young people. Training was primarily delivered virtually, but we have resumed some in-person delivery post-Covid.

100% of the professionals reported improved knowledge, skills and tools to effectively support young people; 98% felt training would positively impact their professional practice; and 95% would definitely recommend Become training to a colleague.

"I have my first 1:1 coming up with our designated Looked After Children lead and a young care experienced person who is going to university, so everything I have learned is going to be so helpful and I feel much more confident in the support I can offer and how I can add to the support network at the college."
(Professional accessing training on Supporting Care-Experienced Young People on their Journey to Higher Education)

Personal Advisors Training Programme

This year we delivered the first cohort of our innovative Personal Advisor (PA) Training Programme, which aims to build knowledge and improve practice among PAs who have such a critical role in supporting positive outcomes for care leavers, but for whom there is currently no standardized training.

We delivered an accredited training programme for Cohort 1, involving 5 Local Authority leaving care teams, involving 18 PAs. Of these, 6 learners have so far been awarded the full Advanced Award qualification, and a further 7 PAs continue to work towards the full qualification. One PA is working towards the Foundation Award qualification.

We initiated an external evaluation and, based on formative learning, we adapted the programme, and commenced a condensed programme to a second cohort of Personal Advisors from Y local authorities.

Interim evaluation suggests the content is valuable to PAs, and that young trainer involvement in delivery particularly supports learning.

Next year we will complete cohort 2 and commence cohort 3, continue the external evaluation, and develop plans for how the programme can be sustained.

Influencing policy

At Become, we are committed to challenging the system and shaping policy to make it the best it can be for children in care and young care leavers. We use our insight and expertise with policy makers and service providers and our platform to ensure the voices and experiences of young people are at the heart of decision-making and helping to improve outcomes and opportunities for young care-experienced people.

This year provided an important opportunity for change, with the publication of the Independent Review of Children's Social Care report, which acknowledged the care system was not working, and included 13 of our recommendations for change. Following publication, we continued to work to influence the Government's response, holding meetings throughout the year with various parliamentarians across political parties to secure support for the changes we wanted to see, including Helen Hayes, the shadow Children's Minister and Layla Moran, the Lib Dem Education Spokesperson. We briefed MPs for a backbench debate on the Care Review and a separate debate on the cost of living – highlighting the impact on care leavers. We also briefed Peers for several debates in the House of Lords and were pleased to see parliamentarians drawing directly from our briefings. We also met with several DfE teams to influence thinking about implementation of the Care Review and provided various opportunities for DfE teams to hear from young people directly.

A highlight this year was taking 100 care-experienced young people to Parliament. Working with our partners from #ItsOurCare (7 voluntary organisations), we held a rally in Parliament, which included MPs meeting with

young people and signing a pledge to listen to their views, and a roundtable with the Secretary of State for Education and Shadow Minister, Josh MacAlister (who led the Independent Review of Children's Social Care), the Chief Secretary to the Treasury and the Children's Commissioner. We followed up later in the year with a social media day of action, where young people could share messages with MPs.

We also held a roundtable in the House of Lords hosted by Baroness Young for Peers to hear from young people directly on our 2 key campaign areas – the care cliff of support as young people turn 18 and instability for children in care – with Department for Education leads also in attendance.

Our 'Home for Christmas' research report highlighted how many children were facing instability over the Christmas period – 1,257 children moved placements between 18 December 2021 and 3 January 2022. Our research was picked up widely in the media and was referenced in both the House of Commons and the House of Lords.

Throughout the year, we produced a range of policy statements, reports, consultation responses, and briefings for parliamentarians and others to better inform decision makers and influence policy development and practice. This included responding to the Government consultation on supported accommodation, and various meetings with Ofsted on both supported accommodation and the introduction of a separate inspection judgement for care leavers, which we were pleased to see will be implemented.

This year, as part of our commitment to being an evidence-based organisation, we began our 3-year research partnership with the University of Oxford's Rees Centre to understand what success means to care leavers. Researchers are working alongside our care-experienced design group named 'Future of Care' made up of 12 young people aged 21-25 and over the next 3 years. The team will co-produce research materials and outputs, gaining insights from a range of stakeholders including local authorities and other young people. At the end of the project, we will have a new tool that can measure the success of care leavers.

Young people's participation in improving the care system

Our work to improve the care system is delivered alongside young people with experience of care and underpinned by our values. We believe strongly in the expertise held by care-experienced young people and seek to create opportunities where their views can be shared directly with decision makers to improve policy and practice, in ways that are both meaningful and safe.

This year we have grown our capacity to work with more young people and in different ways, and over the course of the year, 220 young people shared their views, told their story, or fed into our policy and participation work to influence change.

Become The Movement is our growing network of care-experienced children and young people and this year we established a regular newsletter and WhatsApp broadcast group so we can share opportunities to engage in campaigning for change. We have made sure that their voices have been heard by decision-makers – whether that was arranging opportunities for young people to talk directly, or by collating their input to share in briefings and reports. Examples over the last year include:

- Being involved in groups focusing on a particular project such as:
 - o Our new Corporate Parenting Group, which is exploring who could be a corporate parent, in advance of Government consulting on this issue later this year
 - o A new campaign group, helping to design a new campaign around instability
 - o Our research group 'Future of Care' which is working with the University of Oxford Rees Centre to develop a tool that can measure what success means to care leavers

- Meetings with MPs, Peers and Ministers through #ItsOurCare day of action; APPG events and House of Lords roundtable
- Responding to surveys and consultations and joining focus groups

It's important that professionals hear directly from young people on what good practice looks like and many of our network members spoke powerfully and expertly at events for professionals and decision-makers this year, including the Children in Care Conference, care leavers events and Ofsted workshops on inspections.

We have been developing our processes and approaches to make sure that young people's involvement is safe, meaningful, and rewarding and updated policies and processes to support this.

Campaigning and Communications

Our ongoing communications and campaigns highlight specific issues with the care system and seek to drive change by raising public awareness and understanding, challenging attitudes, and speaking to those in power who can make change happen, always ensuring young people's voices are front and centre.

Signups to our supporter newsletter continue to grow with nearly 7,000 on our mailing list, a year-to-date increase of 68%. We also saw a 25% increase in followers across our social media channels. We were proud to launch our new look impact report this year, highlighting what went well and what we would like to do even better next year.

We created over 50 opportunities for young people to share their views and experiences with professionals and potential supporters through our owned and earned communications platforms and 24 separate occasions where young people shared their views with the media.

We had our highest ever level of media coverage this year, appearing in 58 national features including BBC News, ITV, Channel 4, The Today Programme and a range of newspapers including the Guardian, the Independent, the Express and the Sunday Mirror. In addition, we had 37 sector trade mentions, plus 32 regional, 24 local, 5 international and 2 national name checks for signed sector letters around the Cost of Living and the Human Rights Act. Highlights included:

- A Christmas feature in the Metro
- Wide pick up on our Home for Christmas research, starting with an exclusive on the Today Programme, an opinion piece in the Express and pick up across a range of national and local media
- ITV news piece on care leavers and the cost-of-living crisis
- Our response to Government's implementation plan proposal – including a young person we work with on Channel 4 News and a feature in the Sunday Mirror with young people's responses to the Government's plans
- A consumer media feature in Woman magazine

This year, we started a reactive media campaign to challenge stigma by responding to resident complaints about planning permission for children's homes, calling for more understanding and urging residents to contact their MP to ask why more is not being done by Government to help children in care.

During the special days, weeks and months that celebrate the voices of care-experienced young people we ask young people to share their views and raise public awareness of issues in the care system. Care Day is the world's biggest celebration of children and young people with care experience, and we have been leading the campaign in England since it first began in 2015. This year our aim was to challenge common misconceptions about care

and tackle the stigma and prejudice that care-experienced face by amplifying what they want people to #KnowAboutCare, over 360 people joined in, reaching 2.1 million people.

At the start of 2023, we also initiated #Day18 – on the 18th of each month we mark the age at which young people are made to leave care, using infographics to raise awareness of our campaign to #EndTheCareCliff

Collaboration

We collaborate and partner with voluntary sector organisations and public bodies to ensure young people can access the support they need, to strengthen our work to improve the care system and ensure care-experienced young people have opportunities to shape activity in the sector.

We are members of alliances and coalitions campaigning on issues in the care system, including the Alliance for Children in Care and Care Leavers, Alliance for Youth Justice, Maternal Mental Health Alliance, Children's Rights Action Group, the Kinship Care Alliance, #KeepCaringTo18 campaign and the steering group of #ItsOurCare. We also sit on Ofsted's Social Care National Consultative Forum and National Network for the Education of Care Leaver's National Strategy Group and the Children England Board.

We collaborate by adding our voice to sector campaigns and this year we have supported a range of campaigns around young refugees, investment from Government, SEND proposals and the UK examination by the United Nations Committee on the Rights of the Child.

Our expertise has also been welcomed through joining advisory boards and steering groups including Ofsted's Supported Accommodation Advisory Group; John Lewis Partnership expert group and National Network for the Education of Care Leavers Quality Mark, as well as speaking at events (and supporting young people to speak at events) to share expertise.

We also partner with academics such as our 3-year programme with the Rees Centre at Oxford University looking at how to better assess outcomes for care leavers.

Financial review

Fundraising

We rely upon the commitment and generosity of individuals, trusts and foundations, and businesses to support care-experienced young people and change the care system. Our funders and supporters play an integral part in our work, and the generous support we receive enables us to make a difference to the lives of the young people we stand shoulder to shoulder with.

The majority of our income comes from grant-making organisations, we are also grateful to be supported by members of the public who regularly support our work through challenge events and DIY fundraising. Become also works with a number of corporate partners who make donations to Become's work and/or support their employees in fundraising.

We're deeply grateful to our supporters, and the commitment they give to care-experienced young people and changing the care system. Here are just some of the extraordinary supporters who make our work possible:

AKO Foundation	Jane & John Hutchinson
Allan and Gill Gray Philanthropy	James Laughland
BBC Children in Need	John Turner
Biking for Children in Care	Kate Somerville Skincare
Become Players	The Listening Fund
Blagrove Trust	Lincoln Private Investment Office Foundation
BPL Global	Annie Macmanus
BTMK	Mark Leonard Trust
Capital One	Mediaworks
Clothworkers' Foundation	Pamela Morgan and Christopher Plummer
The Considered Ask Foundation	The Patricia Routledge Foundation
Cousin Media Group	News UK
Dulverton Trust	Royal Warrant Holders Association Charity Fund
Esmée Fairbairn Foundation	Souter Charitable Trust
The Francis Laughland Trust	Swire Charitable Trust
	The Will Houghton Foundation

We warmly acknowledge and remember John Crisp.

Our amazing community of supporters went above and beyond in 22/23. There are so many highlights, but here are just a few.

- Our Biking for Children in Care Community celebrated its 21st anniversary – what an exceptional group of people.
- We cheered on record numbers of runners in The Big Half – the day was a huge celebration of all they achieved.
- Our Become Players went from strength to strength, and we were delighted to win Best Online Stewardship 2022 at Charity Virtual Events Awards, for our supportive Discord server.

Our dedicated high-value supporters continue to help us support care-experienced young people. In 22/23 over 40 companies, trusts and foundations, and philanthropists wanted to make a difference in the lives of care-experienced young people. Thanks to their generosity we were able to continue supporting our community.

A massive thanks to our brilliant supporters for their inspiring commitment to our work.

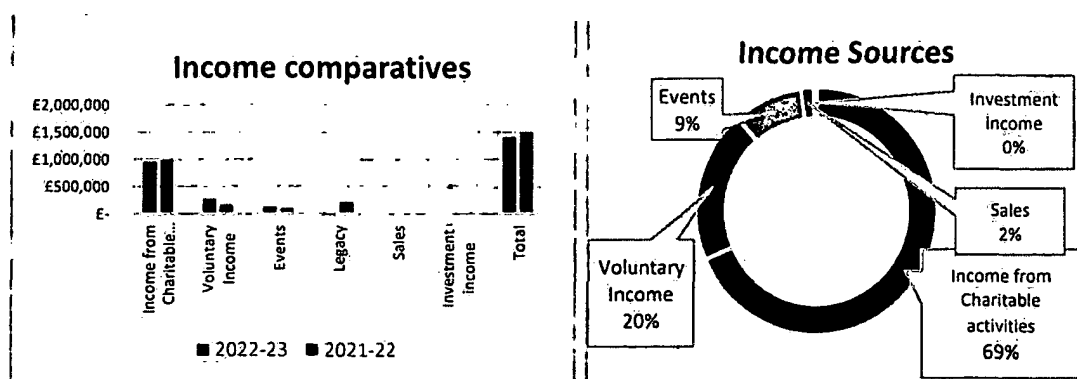
Most of our fundraising activity is managed by our small in-house fundraising team. During this year we did employ the services of some specialist providers to support us in certain areas. This included digital acquisition consultancy from The Collective (The Collective is the trading name of Team Collective Ltd)

We did not engage the services of any professional fundraising agencies to undertake direct response fundraising, solicitation or cultivation, either by phone, online or face-to-face.

We plan our fundraising communication to ensure we don't create undue pressure to donate, and, where possible, we take active steps to avoid care-experienced young people being shown our fundraising requests. We seek to share the authentic voice of the young people we support and never sensationalise their experiences. We record donor details and preferences on our secure database to ensure we contact them in the way they choose; supporters have the option to update their contact preferences at any time.

We act in compliance with the terms laid down by the Fundraising Regulator, and data protection guidelines. We strive to achieve the highest possible standards of professional conduct and standards when fundraising and undertake several measures to ensure we are accountable for our practices. We had no complaints this year with regard to our fundraising practices. We carry out our activities in line with our own values and commitment to equity, diversity and inclusion.

Our principal sources of funding during the year continued to be grant funding for information projects and various young people participation projects representing 69% of the total income of the charity (2022: 66%). Grants are recorded as income from charitable activities. The other 31% is derived from voluntary donations, challenge events, and investment income.



Overall income in 2022-23 was 5% lower than the previous year, at £1,407,743 compared to £1,488,078 the year before. We were also grateful to have received a generous legacy in 2021/22 which accounted for 15% of income in the previous financial year. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was up 9% to £1,471,449 compared to £1,355,735 in the previous year.

In the coming year, Become will be working to maintain and enhance income generation, and to continue to invest in philanthropic and corporate fundraising, and build our propositions and pipelines in this area. We will focus on sustained impact for children in care and care-experienced young people and on resources for support but also innovation and insight to address the challenges they face.

We continued to deliver direct work to young care leavers throughout the year, focusing our work towards one-to-one support, the Care Advice Service and Propel (our online resource for care-experienced young people who would like to get into higher and further education). Our work continues to attract interest from other organisations and policy-makers as we take what we learn from direct delivery to inform policy and influencing work.

Restricted funds raised for participation projects and information support totalled £632,813 in 2023 (2022: £728,106). Spending against grants received amounted to £526,987 (2022: £548,196). Any restricted funds unspent are carried forward for use in following years.

Charitable work/ Accounting year:	2022-23	2021-22	2020-21	2019-20	2018-19
Total charitable work	£1,005,158	£971,436	£644,088	£498,601	£562,921
Increase/ (decrease) on previous year	3.5%	51%	29%	(11%)	(1%)

Reserves policy

At 31st March 2023, the total reserves of the charity were £791,533, of which £461,195 was restricted by funders for specific projects, £147,460 was designated and £182,878 was unrestricted. The Trustees have decided that the charity should aim to retain an appropriate level of unrestricted, 'free' reserves, which are sufficient to cover between 6 to 9 months' core running costs. In 2023 this represents between £312,785 and £469,178.

The Trustees calculate the free reserves as that part of the unrestricted funds that are freely available, and not including any designated funds which have been earmarked for specific projects.

At 31 March 2023, the charity carried forward unrestricted free reserves of £172,230 (2022: £284,144) representing around two months' core running costs on our general fund of £927,733; see unrestricted expenditure on page 28 as follows:

Unrestricted reserves	£182,878
less: net book value of unrestricted fixed assets (note 9)	<u>£(10,648)</u>
Total unrestricted free reserves	<u>£172,230</u>

Investment policy

The Trustees managed the investment portfolio in accordance with our governing document. Monies not immediately required for the objects of the charity may be invested in investments, securities or property as may be thought fit having regard to any consents and in accordance with any relevant laws. The finance sub-committee includes Trustees with sufficient specialist knowledge and experience of investments suitable to the present needs of the charity.

We held investments in cash deposits and the COIF Global Equity Fund at the year end. The investments are primarily held for income purposes, generating £6,730 in the year – a return on investment of 2.66%. Although we do not have a specific target for returns on investment, we aim to have a positive return.

Principal risks and uncertainties

Strong financial controls are in place to mitigate the risk of financial losses due to theft or fraud, and these controls are regularly reviewed. We also have in place a safeguarding policy that applies to all staff and Trustees, volunteers or consultants working on our behalf.

Trustees monitor the charity's risk register and charge the Chief Executive and senior management team to employ appropriate controls and mitigating actions to manage the levels of risks. The board is satisfied that the charity is managing its key risk areas:

Financial surety

- Increased costs and insufficient income to deliver mission & plans, heightened by economic climate.

Business Continuity and Operational Resourcing

- Staffing issues meaning reduced capacity & loss of knowledge & skills
- Lack of operational and administrative capacity and external provision impacts on business continuity
- ICT systems failures or other data breach leading to operational & data protection issues
- External forces (e.g. future pandemics, terrorist attacks, flooding etc.) lead to business continuity risks

Good Governance

- Lack of good governance & strategic leadership leading to mission drift & reduced impact/or inability to adapt, meaning we fail to remain relevant.

Safeguarding children and young people

- Ineffective professional practice & safeguarding policies & procedures putting children & young people at risk

Strategic clarity and vision

- Failure to create a fully equitable, diverse, inclusive organisation leads to impact on mission and reputational risk
- Our offer becomes outdated or irrelevant to young people
- We fail to adapt to new technology and become a digital organisation
- We do not maintain our position as key players in the sector or do not capitalise on partnership & collaboration opportunities
- Challenging political climate means we do not see policy changes needed

Good reputation, profile

- Low external profile undermining potential to generate unrestricted funds, achieve influencing goals and reach care-experienced young people
- External activity on social media has a detrimental impact on Become's reputation

Plans for the future

We plan to continue to grow our organisation in order to increase our impact and make a difference to the lives of more care-experienced children and young people.

Next year will see a step change in our ability to support young people and increase our accessibility and reach as we transition to a new call handling platform which will enable young people to use a range of digital tools to access support from Become.

After a successful pilot at HMP Pentonville, we plan to extend our offer to other custodial settings.

We will also be expanding our Propel programme with a new support offer for care leavers looking to access vocational opportunities, including apprenticeships.

We are increasing our outreach capacity so more young people and professionals know about our work.

Our work to develop strong and robust impact measurement practices across our services will continue, and we will embed new impact measures into our system and develop our evidence bank.

Young people are best placed to know what is working and what is not and their voices are critical both within Become and in bringing about broader change, which is why we are increasing our participation capacity and have an ambition to grow the number of care-experienced children and young people involved in our influencing work to 200 next year.

We will continue to work to influence government policy and, with a General Election on the horizon, build public support via our campaigning and media work. This will include launching a new campaign to improve stability for children in care, as well as building on our current campaign to End the Care Cliff. We will also be running an inquiry into corporate parenting, on behalf of Members of Parliament in the All Party Parliamentary Group for care-experienced children and young people.

We will continue to develop our Equity, Diversity and Inclusion approach, including looking at how we attract diverse talent into our organisation, continue to build an inclusive culture where all our team feel a sense of belonging and to reach and centre the voices of care-experienced young people of diverse backgrounds. We are constantly learning and will be looking at clear measures to report against this work and ensure we are accountable.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 March 1992 and registered as a charity on 22 April 1992. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2023 was ten (in 2022 it was eleven). The Trustees have no beneficial interest in the charitable company.

The legal objects of the charity

Our legal objects are to promote the care, upbringing and establishment in life of children and young people who are or who have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children who are or who have been in the care of foster or adoptive parents and in particular (but without limitation) by:

1. Providing education, training and advice to such children and young people and to their carers
2. Conducting and promoting research as to the most effective means of providing care, making available the useful results
3. Relieving poverty, sickness, hardship and distress and preserving and protecting the health of such children and young people.

Board of Trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new Trustees. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are appointed by the board to serve the period up to the next AGM when the appointment is put to the members for approval.

The chair and Trustees are appointed on a three-year term, renewable for three terms, subject to consideration by the Board in particular circumstances. The minimum number of Trustees is four and the maximum number is 12.

New Trustees meet with the Chair, Chief Executive and the senior leadership team as part of an induction process. As the charity works with vulnerable children and young people, disclosure and barring service checks are completed as appropriate in accordance with our safeguarding policy.

In addition to regular board meetings, the board holds periodic strategic planning and review days to consider emerging issues and develop strategic plans.

We are pleased to have a diverse board in terms of skills and experience and also diversity around race and age. We are proud that half of our board are care-experienced.

The charity invests in Board Development to enable board members to better know each other and appreciate the different expertise and perspectives on the board and to enhance board decision making and effectiveness.

Organisational structure

The board of Trustees meets quarterly and is responsible for overseeing the strategic direction of the charity. Trustees review salaries on an annual basis as part of the organisation's budget cycle. Salaries are set based on the requirement and responsibility of a role and sector pay benchmarking.

The Finance and Funding sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full board on these areas.

Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the Chief Executive and the senior management team.

Statement of responsibilities of the Trustees

The Trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' annual report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom accounting standards.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the Memorandum and Articles of Association. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

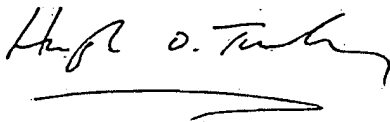
- There is no information relevant to the audit of which the auditors are unaware
- The Trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to appoint the auditor for the coming year will be put to a future Trustee meeting.

In approving the Trustees' Annual Report, we also approve the strategic report included therein, in our capacity as company directors.

Approved by the Trustees on 20 September 2023 and signed on their behalf by:



Hugh Thornbery CBE
Chair



Eliot Lyne
Treasurer

Report of The Independent Auditors to the members of Become Charity Limited

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and

for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act, Companies Act 2016, UK GAAP and Charity SORP FRS 102.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments,
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's [website](#). This description forms part of our Report of the Auditors.

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2023

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA
Senior Statutory Auditor
For and on behalf of Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU
Date: 22 Sept 2023

Statement of Financial Activities

(Incorporating an income statement)

Year ended 31 March 2023

		Unrestricted				
	Note	General	Designated	Restricted	2023 Total	2022 Total
Income from:		£	£	£	£	£
Donations and Legacies	2	410,605	-		410,605	483,910
Trading Activities	3	24,675			24,675	12,798
Charitable activities	4	332,920		632,813	965,733	985,513
Investments		6,730			6,730	5,857
Total Income		774,930	-	632,813	1,407,743	1,488,078
Expenditure on:						
Costs of raising funds		466,291			466,291	364,299
Charitable activities		461,442	16,729	526,987	1,005,158	971,436
Total Expenditure	5&8	927,733	16,729	526,987	1,471,449	1,335,735
Net income/ (expenditure) before gains and losses on investments		(152,803)	(16,729)	105,826	(63,706)	152,343
Net gain / (loss) on investments	10	(11,878)	-	-	(11,878)	21,366
Net income / (expenditure)		(164,681)	(16,729)	105,826	(75,584)	173,709
Transfers between Funds	13	54,000	(54,000)	-	-	-
Net movement in funds		(110,681)	(70,729)	105,826	(75,584)	173,709
Reconciliation of funds:						
Fund balance at 1st April 2022	13	293,559	218,189	355,369	867,117	693,406
Fund balance at 31st Mar 2023	13	182,878	147,460	461,195	791,533	867,115

The statement of financial activities includes all gains and losses recognised in the year.

The income and expenditure derive from continuing activities. See note 19 for an analysis of the 2022 comparatives.

Statement of Cash Flows

Year ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (note 13)	(75,584)	173,709
Add depreciation	6,641	9,774
Less purchase of fixed assets	(7,879)	(1,018)
Less interest & dividend income	(6,730)	(5,857)
Less (gain) / add loss on revaluation of investments	11,878	(21,366)
Less increase in debtors	190,823	(158,446)
Add increase in creditors	(10,888)	5,502
Cash provided by/ (used in) operating activities	A 108,261	2,298
Cash flows from investing activities		
Income from interest & dividends	6,730	5,857
Cash provided by/ (used in) investing activities	B 6,730	5,857
Cash flows from financing activities	C	-
Increase in cash and cash equivalents in the year (A+B+C)	114,991	8,155
Total cash & cash equivalents brought forward	505,001	496,846
Total cash and cash equivalents carried forward *	619,992	505,001

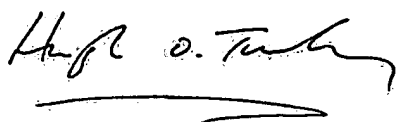
*refer to balance sheet, page 30

Statement of Financial Position (Balance Sheet)

As at 31 March 2023

	Note	2023 £	2023 £	2022 £
Fixed assets:				
Tangible assets	9	10,648		9,410
Investments	10	217,506		229,383
			228,154	238,793
Current assets:				
Debtors	11	42,806		233,629
Cash at bank and in hand		619,992		505,000
		662,798		738,629
Liabilities:				
Creditors: amounts falling due within one year	12	99,419		110,307
Net current assets			563,379	628,322
Total net assets less current liabilities			791,533	867,115
Net Assets			791,533	867,115
Funds				
General funds	13		182,878	293,554
Designated funds	13		147,460	218,189
Total unrestricted funds	13		330,338	511,743
Restricted funds	13		461,195	355,372
Total funds	13		791,533	867,115

Approved by the Trustees on 20 September 2023 and signed on their behalf by:



Hugh Thornberry CBE

Chair



Eliot Lyne

Treasurer

Notes to the financial statements

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts under Financial Reporting Standard applicable in the UK (FRS102 – effective 1 January 2015) - (Charities SORP FRS102) and the Companies Act 2006.

The presentational currency in these accounts is sterling, rounded to the nearest £.

Become meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis: There are no material uncertainties about the charity's ability to continue. The accounts have therefore been prepared on a going concern basis. The charity has cash reserves of £619,992 and net assets of £791,533.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant and is not deferred.

Donated services and facilities: Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time with the charity is not recognised and reference is made in the Trustees' annual report on their contribution.

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable: Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1 Accounting policies cont.

Expenditure, allocations and irrecoverable VAT: Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure includes attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the SoFA on a basis designed to reflect the use of the expenditure. Costs relating to a particular activity are allocated directly, others including support costs and governance costs, are apportioned on an appropriate basis as set out in note 8, and as agreed with funders:

The costs of generating funds relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Operating leases: Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due and on a straight line basis over the term of the lease.

Tangible fixed assets: All assets purchased with a value of over £1,000 and a life of more than one year are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, usually 3 years. Leasehold improvements and the building of cloud and other IT infrastructure is amortised over the remaining length of the lease or over 5 years if shorter.

Investments: Investments are shown in the accounts at market value at the balance sheet date. Any unrealised gains or losses made in the year are recorded in the statement of financial activities.

Debtors and prepayments: Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

Cash at bank and in hand: Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies cont.

Creditors and provisions: Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably.

Fund accounting:

Restricted funds are to be used for specific purposes as laid down by the donor or funder.

Designated funds are unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Transfers between funds are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective.

Pensions: The charitable company operates a group money purchase defined contribution pension scheme operated by Royal London. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no further liability under the scheme other than for the payment of those contributions.

The charity made a 5% employer contribution to a money purchase pension scheme operated by Royal London under auto-enrolment. It acts as agent in the collecting and paying over of any employee pension contributions. Employees who are part of the pension scheme make a minimum contribution of 3% towards the scheme. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted	Restricted	2023 Total	2022 Total
	£	£	£	£
David & Ruth Lewis	40,000	-	40,000	40,000
Will Houghton	30,000	-	30,000	25,000
Events	130,984	-	130,984	95,099
Legacy	-	-	-	218,189
Regular giving and Other Donations	209,621	-	209,621	105,622
Total	410,605	-	410,605	483,910

Donations and incoming resources are separately identified where single transaction amounts are £5,000 or over, except for donors who wish to remain anonymous.

3 Income from other trading activities

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Other Income	724	-	724	500
Consultancy & Training	23,951	-	23,951	12,198
Total	24,675	-	24,675	12,798

4 Incoming resources from charitable activities

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Grant income:				
The Mark Leonard Trust	50,000	-	50,000	50,000
The Blagrove Trust		60,700	60,700	
The Dulverton Trust	35,000		35,000	
The BigAsk	14,400		14,400	
Fidelity		91,250	91,250	
Evan Cornish		10,000	10,000	
The Listening Fund	-	-		23,400
Garfield Weston	-	-		30,000
Paul Hamlyn	-	-		30,000
Mrs Smith & Mount Trust	-	-		15,000
Oso Foundation	25,000		25,000	20,000
BBC Children In Need	500	9,994	10,494	8,711
The National Lottery Community Fund		200,655	200,655	153,966
The Cloth Workers Foundation		100,000	100,000	200,000
Alan and Gill Gray Philanthropy		129,414	129,414	185,629
Tolkien Trust	50,000		50,000	50,000
Esmee Fairbairn	72,250	-	72,250	71,750
Five Rivers Child Care Ltd	-	-		5,000
Angus Lawson	-	-		14,400
Swire Charitable Trust	25,000		25,000	25,000
AKO Foundation		25,000	25,000	25,000
Global Make Some Noise	-	-		25,000
The Rainford Trust	-	-		5,000
John Coates Charitable Trust	-	-		5,000
The Van Neste Foundation	-	-		5,000

Will Houghton Trust	30,000		30,000	10,000
Other (under £5,000)	30,770	5800	36,570	27,657
	332,920	632,813	965,733	985,513

Grants, trust, corporate and contract income are separately identified where single transaction amounts are £5,000 or over or if the funder requires disclosure in the accounts.

5 Net income/ expenditure

This is stated after charging the following expenditure:

		2023	2022
		£	£
Depreciation & loss on disposal		6,641	9,774
Auditors remuneration		4,922	5,119
Operating lease rentals:	Property	8,491	52,832
Trustees/ Directors remuneration	(note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	885,035	742,844
Social security costs	90,379	71,251
Pension contributions (defined contribution scheme)	37,622	34,842
Total direct staff costs	1,013,036	848,937
Outsourcing & consultancy fees	94,053	134,833
Total costs	1,107,089	983,770

One employee had emoluments within the range of £70,000 to £79,999 and 0 within £60,000 to £69,999, (2022: 0 within £70,000 to £79,999 and 0 within £60,000 to £69,999).

The key management of the charity comprises the Chief Executive, Director of Operations, Director of Fundraising, Director of Services (including an interim director during the year) and Director of Policy, Campaigns and Communications. Their total emoluments amounted to £257,194 (2022: £251,015) inclusive of employer's pension contributions of £9,463 (2022: £12,402).

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2023

The average weekly number of employees (full-time equivalent) employed by the charity during the year was as follows:

	2023	2022
	no.	no.
Generating Funds	6.4	4.9
Charitable Activities	15.9	13.7
Governance	0.2	0.2
	22.5	18.8

7 Trustee Remuneration and Related Part Transactions

No Trustees received remuneration during the year (2022: nil).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity or reimbursed expenses during the year (2022: none).

8 Total expenditure

	Cost of generating funds	Charitable expenditure	Governance costs	Support costs	2023	2022
	£	£	£	£	£	£
Staff costs and freelance consultants (note 6)	278,279	621,021	4,660	203,129	1,107,089	983,771
Related staff & volunteer costs	10,425	24,848	-	50,022	85,294	47,911
Participant travel & related expenses	835	20,973	-	-	21,807	23,579
Materials production, printing and activities	57,460	6,870	-	8,752	73,082	26,732
General office costs	25,029	54,922	-	37,324	117,275	89,398
Website development	-	5,164	-	2,216	7,380	47,589
Premises costs	-	275	-	8,216	8,491	50,320
Professional, legal and accounting fees	-	34,899	4,922	4,566	44,389	56,661
Trustees' expenses	-	-	-	-	-	-
Depreciation (note 5 & 9)	-	-	-	6,641	6,641	9,774
Expenditure	372,028	768,973	9,582	320,866	1,471,449	1,335,735
Allocation of support staff & related costs *	71,592	179,382	2,177	-320,866	-	-
Allocation of support costs *	19,150	47,983	582	-	-	-
Sub-total	462,770	996,338	12,341	-	1,471,449	1,335,735
Allocation of governance costs *	3,521	8,820	-12,341	-	-	-
Total expenditure reallocated	466,291	1,005,158	-	-	1,471,449	1,335,735

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). It then identifies governance costs. General management and support staff costs are allocated to the charitable activities and costs to generate funds based on time spent per activity. Central office costs, depreciation, establishment, and other sundry costs are allocated to charitable activities and costs to generate funds based on headcount, as an approximation to usage rates.

9 Tangible fixed assets

		Leasehold Improvements	Computer Hardware & Software	Furniture & Equipment	Total
		£	£	£	£
Cost	At 1 April 2022	-	67,284	18,324	85,608
	Additions	-	7,879	-	7,879
	Disposals	-	-	-	-
	At 31 March 2023	-	75,163	18,324	93,487
Depreciation	At 1 April 2022	-	57,874	18,324	76,198
	Charge for the year	-	6,641	-	6,641
	Disposals	-	-	-	-
	At 31 March 2023	-	64,515	18,324	82,839
Net Book Value	At 1 April 2022	-	9,410	-	9,410
	At 31 March 2023	-	10,648	-	10,648

10 Investments

	2023	2022
	£	£
COIF Charities Global Equity Income Fund		
Value at 01 April 2022	229,383	208,017
Additions/(Disposals) in the year	-	-
Value at 31 March 2023: 84,718.31 @ 2.5674p	217,506	229,383
Unrealised gain/ (loss)	(11,878)	21,366

Based on the quarterly dividends paid, the income yield was 2.66% (2022 – 2.52%)

11 Debtors

	2023	2022
	£	£
Trade debtors	10,542	1,389
HM Revenue & Customs – Gift Aid reclaimable	907	907
Accrued income	3,500	218,189
Prepayments & accrued income	22,726	10,919
Other debtors	5,131	2,225
	42,806	233,629

12 Creditors: amounts falling due within one year

	2023	2022
	£	£
Subscriptions in advance and deferred income	12,225	4,595
Trade creditors	16,007	42,894
Taxation & social security	34,220	14,910
Accruals	36,967	47,908
	99,419	110,307

13 Movements in funds

	At start of year	Incoming resources	Outgoing resources	Funds transfer in	At end of year
a. Widening Participation in FE/HE	26,264	25,000	37,929	-	13,335
b. Care Advice Service	45,225	200,655	143,166	-	102,714
c. Impact	682	-	-	-	682
d. Personal Advisors' Training	102,227	100,000	107,222	-	95,005
e. Policy & Participation	943	70,700	47,761	-	23,882
f. Coaching and 1:1 Support	3,276	-	3,276	-	-
g. Workshops for Children in Care	4,996	9,994	6,660	-	8,330
h. Capacity development	171,759	226,464	180,973	-	217,250
Total Restricted funds	355,372	632,813	526,987	-	461,195
General Funds	293,554	763,052	927,733	54,000	182,878
Designated Funds	218,189	0	16,729	-54,000	147,460
Total funds	867,115	1,395,865	1,471,449	-	791,533

Purposes of restricted funds

Restricted funds cover specified activities, including employment, health and education programmes, online services for children and young people and specific projects, as described below:

13a. Widening Participation in FE/HE – The AKO Foundation and Will Houghton Foundation are funding a project to widen participation in further education for young people leaving care.

13b. Care Advice Service – grants were received from Global Make Some Noise, National Lottery Community Fund, Claire King Charitable Trust and Bartle Family Charitable Trust towards the Care Advice Service.

13c. Impact – Lloyds Bank Foundation funded a new monitoring and evaluation database.

13d. Personal Advisors' Training – the Clothworkers' Foundation are funding a five-year pilot PA training programme which aims to improve the skills and knowledge of PAs who are supporting young people leaving care.

13e. Policy & Participation – grants from the Paul Hamlyn Foundation, the Van Neste Foundation and the Listening Fund contributed towards Policy, Campaigns and Communications team members salaries.

13f. Coaching and 1:1 support – The Mrs Smith and Mount Trust and the Angus Lawson Memorial Trust contributed towards delivering a Coaching Programme to improve the emotional wellbeing of care-experienced young people.

13g. Workshops for Children in Care – BBC Children in Need have committed to 3 years of support in the development and delivery of healthy relationship workshops for children in care, helping them build positive relationships, improve emotional wellbeing and increased confidence.

13j. Capacity development - funding from a three-year grant from Alan and Gill Gray Philanthropy to increase Become's capacity to deliver direct support to young people, build an evidence base, develop an impact measurement approach and invest in future sustainability.

Purpose of designated funds

The Morris Legacy has been designated to fund two new roles to grow the policy and public affairs capacity and build a research & evaluation function over a two year period, with the remaining transferred to free reserves.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	10,648	-	10,648
Investments	217,506	-	217,506
Net current assets	102,183	461,195	563,378
Net assets at 31 March 2023	330,337	461,195	791,532

15 Operating lease commitments

The charity had total commitments under operating leases expiring as follows:

	Equipment		Property	
	2023 £	2022 £	2023 £	2022 £
Within 1 year	173	230	-	-
Within 2-5 years	-	173	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	173	403	-	-

The lease for the administrative offices and young person's participation space ended on 18 August 2021 with a break clause after 5 years in 2020, which was not exercised.

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date.

16 Restricted funds in deficit

Where a restricted fund is in deficit at the end of an accounting period, the charity makes a decision on whether there is some prospect for the deficit to be reduced by funding receipts in subsequent accounting periods. If there is a good prospect, the deficit is shown in full. Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

18 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

19 Detailed comparatives for the Statement of Financial Activities

		Unrestricted			Total
	Notes	General £	Designated £	Restricted £	2022 £
Income					
Donations and legacies	2	265,721	218,189	-	483,910
Income from other trading activities	3	12,798	-	-	12,798
Income from charitable activities	4	257,407	-	728,106	985,513
Income from investments		5,857	-	-	5,857
Total income		541,783	218,189	728,106	1,488,078
Expenditure					
Costs of raising funds:					
Costs of generating activity income		364,299	-	-	364,299
Expenditure on charitable activities:		423,240	-	548,196	971,436
Total expenditure	5&8	787,539		548,196	1,335,735
Net (expenditure)/income before gains and losses on investments		(245,756)	218,189	179,910	152,343
Net gain/(loss) on investments	10	21,366	-	-	21,366
Net (expenditure)/income		(224,390)	218,189	179,910	173,709
Transfers between funds		-	-	-	-
Net movement in funds		(224,390)	218,189	179,910	173,709
Reconciliation of funds:					
Fund balances at 1 April 2021	13	517,944	-	175,462	693,406
Fund balances at 31 March 2022	13	293,554	218,189	355,372	867,115

Reference and administrative details

Charity number	1010518	
Company number	2700693	
Registered office	Become Charity Suite 151, 264 Lavender Hill, London, SW11 1LJ	
Patrons	David Akinsanya Professor Sonia Jackson OBE Louisa Lane-Fox The Earl of Listowel Joyce Moseley OBE Dame Esther Rantzen Dame Jacqueline Wilson	
Board of Trustees	Hugh Thornbery CBE Eliot Lyne Terry Galloway Khatija Hafesji Andy Harris Beth Taswell Rachael Wardell Ony Chima Meera Mistry Phillipa Uden Tom Willets	Chair Treasurer Director Senior Independent Trustee (Resigned 19/09/22) Director Director Director Director Director Director Director
Senior Management Team	Katharine Sacks-Jones Cerys Shepherd Russell Delew Chloe Grant Fran Borg-Wheeler Clare Bracey Andrew Lines David Partridge	Chief Executive & Company Secretary Director of Fundraising (appointed July 2022) Interim Director of Fundraising (January 2022 to July 2022) Director of Services (appointed February 2023) Interim Director of Services (Left in December 2022) Director of Policy, Campaigns & Communications (appointed December 2021) Director of people (November 2022 to May 2023) Director of Finance & People (appointed September 2023)
Bankers	Unity Trust plc P.O. Box 7193 Planetary Road Willenhall, WV1 9DG	

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Independent Auditors Haines Watts,
Chartered Accountants
Old Station House,
Station Approach,
Newport Street,
Swindon, SN1 3DU

Accounts

BECOME.

**THE CHARITY FOR CHILDREN IN CARE
AND YOUNG CARE LEAVERS**

**Become Charity
Trustees' Annual Report
and Financial Statements
for the Year Ended 31 March 2022**

Company no. 2700693

Charity no. 1010518

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Message from the Chief Executive and Chair

This year, as we emerged from the pandemic, Become has continued to grow, building on its strong foundations, new ways of working and the lessons of the last few years to reach more children and young people and increase our impact. The context of the Independent Review of Children's Social Care meant our work to ensure young people's voices are listened to and to work with them to campaign for change was more vital than ever.

This year we are proud to have increased the number of young people we directly supported by 35% on the previous year, reaching more than 950 young people through our frontline services. This includes support from our Care Advice Service, staffed by knowledgeable and empathetic staff who are able to listen to, advocate for and just be there for young people, whether they're calling to ask about their rights and entitlements, suffering from poor mental health or simply have no-one else to turn to. We have helped young people with one-to-one coaching sessions and group workshops and brought young people together through our weekly online Link-ups introducing a range of special sessions, including Speakers Corner, where young people can hear from care-experienced adults about their journeys and successes. We have begun to reintroduce some face to face activity which we know young people are missing. We have supported a greater number of young people to access education and training opportunities through Propel, building on our online information and advice resource to provide direct support to young people to help them overcome the challenges they face in accessing and succeeding in education.

We have begun delivery of a pilot nationally accredited training programme for Personal Advisors (professionals who support young care leavers) working alongside young people to deliver training. More broadly we are providing training to greater numbers of professionals reaching 417 this year to help improve their practice and understanding of the care-experience.

We have been developing our approach to involving young people in our work, aiming to engage with a larger and more diverse number of young people. We have moved from having a single Advisory Group to a new model of participation which involves creating a network of young people who can engage in a way that best suits them, and small, focused groups to work on projects – such as shaping our response to the Care Review.

We are particularly proud to have worked with an amazing group of young people to create a new website which better reflects our organisational values and culture, and is more accessible and attractive to young people, providing them with the information and advice they need to navigate the care system, access support and help create change.

We continue to actively work to improve our equity, diversity and inclusion and the representation of people with care experience at every level of the organisation – currently more than half of our Trustees and several of our staff have experience of care. This is an on-going focus and involves everything from how we recruit through to how we provide support and development opportunities for staff.

We worked closely to ensure the views of children and young people were heard by the Independent Review of Children's Social Care. As the Secretariat for the All Party Parliamentary Group (APPG) for Looked After Children and Care Leavers we helped produce its Spotlight Inquiry which heard from over 300 people with experience of the care system on what needs to change to support children and young people to build relationships and feel part of communities. We also worked with young people to produce a vision of what leaving care should look like. We made sure that the Care review, government and other decision makers heard directly from children and young people in a variety of forums. In the years ahead we will be increasing our efforts to ensure that the Care Review leads to

the changes children and young people so desperately want and need by growing our Policy, Campaigns and Communications capacity.

To ensure that we remain robust and effective as an organisation and that we can continue to grow our capacity to meet growing need, we have invested in our fundraising and operational capacity and have transformed the way we operate as an organisation, making the most of digital to find new and creative ways to work and to reach children and young people.

Of course, none of this would be possible without the individuals, trusts and foundations who give so generously to Become. We are grateful to our loyal donors and supporters who have continued to stand with us over the last year. We were honoured to receive support from trusts and foundations, individual donors, and our brilliant cycling fundraisers who once more took to the roads for the annual Biking for Children in Care event – their 20th year of doing so.

With record numbers of children in care, the system under growing pressure, the rocketing cost of living and real economic uncertainty, our work feels more vital than ever. We know we need to redouble our efforts to reach more children and young people and to work with them to ensure their voices are heard and that together we create change in the care system. We will continue to be ambitious about rising to that challenge, optimistic that change is possible – and the voices and experiences of children in care and young care leavers will remain at the heart of everything we do.

A huge thank you to everyone who has supported us on our journey so far – we're looking forward to continuing to work together to deliver a better care system and transform the lives of care-experienced children and young people.


Hugh Thornbery (Oct 18, 2022 13:19 GMT+1)

Hugh Thornbery CBE
Chair of Trustees


Katharine Sacks-Jones (Oct 18, 2022 13:45 GMT+1)

Katharine Sacks-Jones
Chief Executive

Trustees' Annual Report for the Year Ended 31 March 2022

The trustees present their report (which includes the strategic report) and the audited financial statements for the year ended 31 March 2022. The reference and administrative information are set out on page 43 of this report.

The aims and objectives of Become

Charitable objects:

To promote the care, upbringing and establishment in life of children and young people who are or have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children or who are or have been in the care of foster or adoptive parents.

(<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1010518/governing-document>)

Our vision is that care-experienced people have the same chances as everyone else to live happy, fulfilled lives.

Our mission is to help children in care and young care leavers to believe in themselves and to heal, grow and unleash their potential. We work alongside them to make the care system the best it can be.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. This year has been the second year of our five-year strategy period (2020 – 2025) and we remain focussed on delivering across our four strategic aims: supporting children, supporting practice, challenging the system and changing attitudes.

We have continued to develop and deliver ambitious plans. As we begin to emerge from the pandemic and find a new hybrid way of working, we have built on the learnings from recent years to reach more children and young people through online and digital support.

We have increased our capacity to support young people, develop professional practice and to work with young people to campaign for change to the care system and to tackle stigma. Alongside this we have been building our operational and fundraising capacity to enable us to grow as an effective and sustainable organisation able to deliver tangible change for children and young people in the coming years.

We are focussed on ensuring we have the most impact in young people's lives and have been reviewing how we measure and report on impact across our strategic aims.

Our values

Honesty

We speak up, for, and alongside children in care and young care leavers. We always act in their best interests. We share a vision and purpose that we convey clearly to others.

Empowerment

We help children in care and young care leavers to be powerful agents of positive change in their own lives, in the care system and in society.

Respect

We listen to care-experienced people and we work in partnership with them to improve the experience of being in care and life after care.

Kindness

We care about the young people we work with and we help the care system to be more like a good parent. We look after ourselves and after each other so we can be our best for young people.

Optimism

We are angry about the times when the care system and society let young people down, but determined, ambitious and optimistic about our ability to make things better.

Strategic aims

Supporting children

We help children in care and young care leavers to believe in themselves and to shape the future they want.

Supporting practice

We develop and support the practice of people who work with and care for children in care and young care leavers, so that they are able to do their best for young people.

Challenging the system

We ensure that the voices of children in care and young care leavers are listened to and acted upon – and we hold people and organisations who have power in and over the care system to account.

Changing attitudes

We improve society's understanding of, and empathy with, children in care and young people and adults who are care-experienced.

How our activities deliver public benefit

All our charitable activities focus on children and young people in care and young care leavers. We are committed to meaningfully involving young people in every area of our work where possible, including operations and governance. We have had due regard of the guidance issued by the Charity Commission.

Strategic report

Achievements and performance

Become delivers a range of services and activities aimed at improving the lives and future life chances of care-experienced children and young people. These include the Care Advice Service, Coaching and 1:1 support, and Propel. Through these programmes we reached over 950 young people this year.

We also work to campaign for change and to support young people to participate in policy making and this year have continued to develop our approach to young people's participation, moving away from an advisory board and into a participation network – creating more opportunities for young people to get involved in influencing change in a way that suits them. The Independent Review of Children's Social Care has been an important opportunity to shape future policy development and we have worked hard with young people to ensure their voices and views have fed into the review's thinking.

Care Advice Service

The Care Advice Service provides holistic information, advice and support for children in care and care leavers, as well as professionals who support care-experienced young people. There were 645 individuals who made contact with the Care Advice Service in the 2021-2022 financial year. The age range of the young people who contacted us ranged from 13-27, and additionally a number of care experienced adults (28+) also reached out to the Care Advice Service. Individuals contacted us from all regions of the UK, with the majority of those contacts coming from London, followed by the South East and North West.

The service has been offered by freephone and email, and we have begun to look into further digital development of services to extend its accessibility and reach.

This year we saw a high number of complex issues for the young people calling the Care Advice Line and a strong need for the follow-on case work support we offer as part of our service. As with the previous financial year, the most common areas of support we heard about were related to housing and homelessness and education.

We had a high number of calls from young people struggling with their mental health, with the majority of safeguarding concerns being in relation to young people in mental health crises- with suicidal ideation or active plans for suicide, alongside safeguarding concerns around domestic abuse, forced marriage, sexual, emotional and physical abuse, substance misuse, street homelessness and criminal exploitation.

Our team work closely with local authorities and other specialist providers to ensure young people can access the support they are entitled to. The Care Advice Service also acts as an internal referral pathway to other opportunities for young callers including involvement in our ongoing 1:1 support and coaching, and groupwork such as our new weekly Link Up group.

"I wanted to mainly just thank you so much for all the support and advice you gave me. I'll remember it forever and appreciate everything you had done for me, even the calls helped so much during that time"

Care experience young person, November 2021

The Link Up

The Link Up has gone from strength to strength this financial year. We have continued to run weekly Link Up sessions, and have had 39 young people attend, the majority of whom attended multiple Link Up sessions.

We completed the delivery of a six-month series of Wellbeing Specials with clinical psychologist Hannah Alghali, which resulted in the creation of 'Taking Care of Me- A Wellbeing Guide'- resource to support care experienced individuals' wellbeing, created by young people.

We also facilitated "specials" such as cook-alongs, celebratory events, takeovers by the young people and an author special with care -experienced author Kirsty Capes, alongside the usual games, discussions and fun of our regular Link Up sessions.

From November 2021 we introduced a new monthly special 'Link Up Speakers Corner' where inspirational care experienced adults speak to the attendees about their own journeys: the highs, lows, and how they overcame these.

"Link up is a great highlight of my week. I look forward to turning up, playing games and just having a laugh. It's the first time I've felt part of a community that understands me as a care leaver and I love how relaxed and fun the link up is. Everyone is so welcoming and friendly and it's nice to have a space where I can just laugh, play games and not stress about anything."

Link Up Attendee, November 2021

Propel

During this period, the Propel service expanded it's offering to include 1:1 support for young people covering all aspects of applying to and preparing for Further Education and Higher Education. This includes: identifying courses and institutions, support with UCAS and Student Finance applications and, setting up support for young people once at university. There have been 64 work records around FE and 417 work records around HE.

Propel has also supported care-experienced young people with general education enquiries including issues around rights and entitlements, accommodation, finance, and applying to college or university.

We have been working with a digital consultant to merge the Propel website with the main Become website as well as working with all institutions to ensure their information is updated. 8,854 people used the Propel website to better understand the support available to them. The most users came from London, Edinburgh, Manchester and Birmingham.

Coaching and 1:1 Support

This year was a particularly challenging year surrounding delivering our coaching and 1:1 support programme due to staffing issues. We unfortunately did not have any delivery of the programme from April 2021 to December 2021.

From December 2021 to March 2022, we resumed delivery of our online coaching sessions building on the approach we developed during lockdown. During this period, we delivered 21 individual coaching sessions with young people and 36 1:1 support sessions – offering comprehensive support for varied needs and assisting young people to identify and work towards their goals.

Positive impact from our support service and progress made by the young person is measured through a questionnaire at the beginning, middle and end of the programme. The results show that all young

people who attend the coaching programme regularly make positive progress and their wellbeing is improved.

Staff delivering coaching and 1:1 support sessions have supported young people to develop a range of skills:

- Emotional resilience
- Confidence building
- Goal setting
- Developing character strengths
- Assertiveness
- Self-care
- Communication
- Planning, daily routines, tutoring re: university entry planning
- Leaving care guidance and support

A young person who was supported by our coaching programme commented:

"It has given me ideas for different approaches to life, a chance to go through my goals and come back to someone regularly to discuss them. Coaching help me to realise that my goals are possible. They are worth focusing on."

Working with a younger age group

Within our services team our staff have delivered 6 Healthy Relationship 'Let's talk about Relationships' workshops to 14 care-experienced young people aged 12-17. The workshops were co-produced and developed last year by young people aged 16-18. Young people's views, experiences and questions were instrumental in shaping the content of the sessions on:

- How to Identify, build and maintain healthy relationships
- Self-awareness, managing emotions and of how to support others
- Warning signs of an unhealthy relationship
- Knowing where to go for support if worried about a relationship
- Identifying patterns of abuse that can take place in relationships
- Understanding how first-hand experiences may impact building relationships

The feedback that we have received is positive and young people who have attended share that they have enjoyed the workshops and found them informative.

Impact

Across our Care Advice Service, 1:1 Support, and Propel we ask young people about the impact of our work.

Our universal impact question for our direct work with children and young people is the current measure we use. At the end of sessions/work with young people, our practitioners ask:

“How do you feel as a result of our work today?”

Young people’s responses told us our services made a difference. 97% of all respondents reported a positive impact following our work with them, with 51% reporting an increased understanding of their rights and entitlements.

Following an extensive piece of work with an evaluation consultancy, we are developing a more detailed impact framework to be embedded across the services with the aim of gaining a better understanding of the differences the services make; to be able to report these effectively and to inform our service development.

“I can’t explain to you how much of a difference you’ve made.”

Young person to Care Advice Service, 2022

Training

This year we delivered training to 369 professionals from local authorities and charities across the UK, an increase of almost 50% from last year’s figures. We collaborated with care-experienced young people in the design, piloting, delivery and evaluation of the training we delivered.

Due to Covid restrictions, remote delivery continued this year, and we were able to offer training on the following topics: Building Relationships with Young People, Empowering Young People, Language Matters, Managing Transitions, Rights and Entitlements, and Supporting Higher Education Journeys.

After a period of time without a Training Officer, the arrival of a replacement Training Officer at the end of the financial year gave a much needed boost to the capacity of the team, develop new training courses and support the Personal Advisor programme students.

Personal Advisors Training Programme

There is currently no standardized training for Personal Advisors whose role is to support young care leavers. What we hear from young people is this means that practice is very mixed and inconsistent and the support they get does not always meet their needs. We have been working to address this by working in partnership with Leaving Care Teams in four local authorities as well as care leavers themselves to develop an accredited qualification for Personal Advisors. The first cohort of learners commenced the programme in January 2022 taking part in training sessions and receiving tutorial support to enable them to complete assignments.

Influencing policy

At Become, we are committed to challenging the system and shaping policy to make it the best it can be for children in care and young care leavers. We use our insight and expertise with policy makers and service providers and our platform to ensure the voices and experiences of young people are at the heart of decision-making and helping to improve outcomes and opportunities for young care-experienced people.

The focus of our policy efforts over the last year has been inputting to the Independent Review of Children’s Social Care. Throughout the year we have worked to ensure that the experience and expertise of young people are heard by the review team by delivering our own engagement events

and supporting young people with lived experience to influence and shape the debate on particular issues, including rights and entitlements, stigma and prejudice and leaving care support.

We also facilitated two bigger pieces of work to feed into the review's thinking. As Secretariat to the All-Party Parliamentary Group for Looked After Children and Care Leavers, we led the Spotlight Inquiry, speaking to 100s of young people and professionals across the country about community and what it means to them. Following six regional evidence sessions during Autumn 2021, we launched the final report in February 2022 with recommendations on how to improve the care system to ensure that every child in care feels part of the communities that matter to them.

Secondly, we brought together young people as a design group called Skys the Limit to redesign leaving care – asking the question 'what would it look like if care didn't leave you? What if the care cliff didn't exist it' - we will be officially launching Skys the Limit later this year, but the outputs from this and the APPG spotlight report were shared with the review team in December 2021, along with our submission to the call for ideas, where we put forward some broader policy asks.

We continued to shine a spotlight on unregulated accommodation, and the lack of care for 16- and 17-year olds, gathering young people's views on unregulated accommodation to inform our consultation response, and as part of the #KeepCaringTo18 campaign taking part in an online week of action, promoting a petition and supporting a delegation of care-experienced people to do a hand in to Downing Street.

Throughout the year, we continued to publish a range of policy statements, reports, consultation responses, and briefings for parliamentarians and others to better inform decision makers and influence policy development and practice. These included but weren't limited to:

- Responding to the Education Select Committee's inquiry into children's homes, focusing on key themes such as importance of trusted relationships; educational outcomes; unregulated accommodation; and out-of-area placements. As a result of our response, we were subsequently invited by the committee to give oral evidence.
- Feeding into The Office for Students report and call for improved support for students who have been in care
- Giving evidence to the former Children's Commissioner's Commission on Young Lives
- A joint briefing with the Children's Society and the GLA on a pan-London common core offer for care leavers.
- Briefing MPs ahead of a Commons debate on banning independent and semi-independent settings for under 16s in which we were mentioned
- Dialogue with DWP securing ministerial agreement and support for second-chance learning extension to age 25 and leading to support for user testing around how Universal Credit application ask disclosure questions sensitively
- Securing an important change to the Government's Covid-19 guidance for children's social care services, including specific reference to considering young people's wishes and feelings when moving between different accommodation settings

As part of our commitment to being an evidence-led organisation, we put the foundations in place for a research programme, agreeing a three-year research project with the Rees Centre at Oxford University which will be looking to understand what young care leavers view as success measures for their lives and how these compare to what's measured officially.

Other highlights during the year included:

- Hosting the AGM of the All-Party Parliamentary Group on Looked After Children and Care Leavers, which welcomed new parliamentarians and ensured the group could continue.

- We wrote to the Children's Minister about financial insecurity for care leavers following her somewhat misguided letter to DCSs re: financial education. This led to many care experienced people sharing their own experiences on twitter.
- Attending an advisory group meeting for a project researching care-experienced young people's mental health, led by Bristol University.
- Responding to the Competition and Markets Authority final report on children's social care

Young people's participation in improving the care system

Our work to improve the care system is delivered alongside young people with experience of care and underpinned by our values. We believe strongly in the expertise held by care-experienced young people and seek to create opportunities where their views can be shared directly with decision makers to improve policy and practice – in ways that are both meaningful and safe.

Until January 2021, we were supported by a wonderful advisory group of nine young people who made an enormous contribution to our work. At the end of last year, we successfully graduated the group with a celebration event and this year began to shift towards a new participation model based around a wider community of young people. With support from the Listening Fund, we recruited a new Participation Officer to support this work. We have had a focus on outreach and recruitment this year, running sessions at local authorities and residential homes, to grow and diversify our participation network of care-experienced young people and also share information with young people on the variety of services and opportunities that we have available.

Following the beginning of the Independent Review of Children's Social Care, we hosted joint sessions with the Review team where more than 30 young people shared powerful insights and some excellent recommendations for how the system should be changed. Members of our Care Review Policy Group helped support and co-deliver sessions throughout the year and helped us respond quickly and comprehensively to the Review's Case for Change.

In April, a young person shared her experiences and views on improving housing support for care leavers with the then Children's Minister, Vicky Ford MP, and the Minister for Housing and Rough Sleeping, Eddie Hughes MP, to feed into the work of the cross-government Care Leaver Covenant Board, and in July, two young people had a follow-up meeting with Will Quince MP, Minister for Welfare Delivery, to discuss care leavers and Universal Credit.

It's important that professionals hear directly from young people on what good practice looks like and many of our network members spoke incredibly powerfully and expertly at events for professionals and decision makers this year, including:

- The Independent Children's Homes Association Conference on the future of children's residential care alongside the Children's Commissioner and Josh MacAlister as Chair of the Review.
- A Local Government Association webinar for new local councillors who have corporate parenting responsibilities to help them understand what's important to care-experienced young people.
- A panelist for a recorded discussion about stigma with the Independent Review Team of Children's Social Care.
- Sharing insights and lessons to professionals in social care, education and health at a sector conference in October.

- Two young people co-facilitated an event with the GLA, bringing in views on how London local authorities can improve housing support for care leavers.
- A roundtable with UCL on relationships in care
- Discussing the importance of housing at a Care Leavers conference
- Two young people also spoke with high-profile donor organisations to help them better understand what it means to leave care and why their support is important.

Campaigning and Communications

Our ongoing communications and campaigns highlight specific issues with the care system and try to drive change by raising public awareness and understanding, challenging attitudes, and speaking to the people in power who can make change happen, always ensuring young people's voices are front and centre.

A significant project this year was co-producing our new website with young people. In total, 77 care-experienced young people applied to be part of our Young Person's Website Design Team, which we shortlisted to 12. The group had several co-production sessions throughout the year, and we created content and commissioned bespoke illustrations for the new website which launched on 8 March.

We worked with a care experienced photographer and recruited care experienced young people to take part in our first photoshoot since 2016, ensuring our imagery is authentic and represents young people we work with.

In March, we launched our new look Become newsletter for supporters featuring highlights and opportunities from across the organisation.

Against a target of 20, there were 35 opportunities for young people to share their views and experiences with professionals and potential supporters through our owned and earned communications platforms and we also saw a 30% increase in engagement across our owned channels, increasing our followers across twitter and Instagram, Facebook and LinkedIn.

We appeared in a range of media throughout the year including on Sky, BBC News, The World at One, Today Programme and in The Times and The Guardian. Highlights included:

- A young person interviewed on the Today Programme, with their questions on the review put to the Chair, Josh MacAllister
- Following reports of the Bolton care home where children were living in awful conditions without even their basic needs being met, our CEO spoke with Shelagh Fogarty on LBC about how this points to wider issues in the care system
- A young person alongside our Director of PCC spoke to BBC London news about the impact of the care cliff ahead of the May Mayoral Elections
- Our Policy & Public Affairs Manager joined a panel of experts on BBC Radio 4's Money Box, speaking to care-experienced young people who phoned in

During the special days, weeks and months that celebrate the voices of care-experienced young people we asked young people to share their views and raise public awareness of issues in the care system:

- The first Care Experienced History Month and International Care Experienced day of Remembrance had a great response on social media.

- We celebrated Care Day 2022 with the theme of community, producing an event, podcast and social media engagement with the 5 Nations One Voice coalition of our sister organisations in Wales, Scotland, Northern Ireland and Ireland.
- National Care Leavers Week focused on #WhatLeavingCareShouldBe and some of our young people wrote powerful blogs about #ProudToBe for Black History Month.

And finally, our CEO met with the Duke & Duchess of Cambridge at a roundtable at the Foundling Museum, sharing an overview of the challenges facing young people leaving care. We will be exploring with the Foundling Museum how we might work together to highlight some of these issues going forward.

Collaboration

We collaborate and partner with other voluntary sector organisations and public bodies to strengthen our work to improve the care system and ensure care-experienced young people have opportunities to shape activity in the sector.

We are members of alliances and coalitions campaigning on issues in the care system, including the Alliance for Children in Care and Care Leavers, Alliance for Youth Justice, and the Kinship Care Alliance, and have been a part of the Steering Group for the #KeepCaringTo18 campaign. We also sit on Ofsted's Social Care National Consultative Forum and National Network for the Education of Care Leaver's National Strategy Group and the Children England Board.

Our expertise has also been welcomed through joining advisory boards and steering groups supporting projects including the civil society submission to the UN Committee on the Rights of the Child, National Network for the Education of Care Leavers Quality Mark and other academic research projects, and through speaking at events to share our expertise.

Financial review

Fundraising

We are indebted to the individuals, businesses, and trusts and foundations, whose generosity makes our broad scope of work possible. Standing shoulder to shoulder with children in care and young care leavers and helping them get the support they need, can only happen thanks to those who support our work.

The majority of our income comes from voluntary funding which in turn enables us to deliver our vision and mission. We therefore undertake a range of fundraising activities in support of our charitable aims. Our approach to fundraising includes:

- Securing grants from trusts and foundations
- Donations from individuals
- Participants fundraising for challenge events ranging from running to gaming
- Partnerships with businesses

We're deeply grateful to our community of supporters, and the commitment they give to care-experienced young people and changing the care system. Here are just some of the extraordinary supporters who make our work possible:

AKO Foundation	The Listening Fund
Allan & Gill Gray Philanthropy	Lloyds Bank Foundation
Angus Lawson Memorial Fund	Mark Leonard Trust
BBC Children in Need	National Lottery Community Fund
The Biking for Children in Care community led by Gill Timmis	Orbis
CHK Foundation	Oso Foundation
City Bridge Trust	Paul Hamlyn Foundation
Clothworkers Foundation	Souter Charitable Trust
Esmee Fairbairn Foundation	Swire Charitable Trust
Garfield Weston Foundation	Will Houghton Foundation
Global's Make Some Noise	Wyndham Charitable Trust
Lincoln Private Investment Office	

We are exceptionally grateful to all our volunteer fundraisers and event participants who raised crucial funds. We would give particular thanks to the organisers, cyclists, support team and sponsors of Biking for Children in Care for their vital and steadfast contribution to our work.

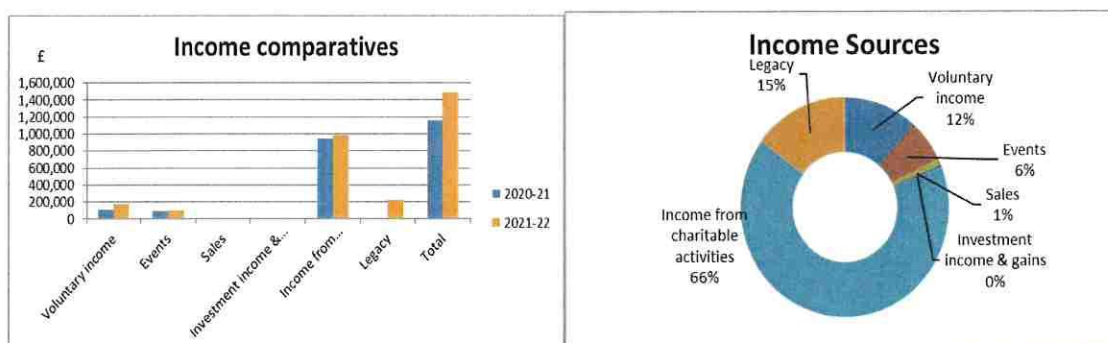
Most of our fundraising activity is managed by our small in-house fundraising team. During this year we did employ the services of some specialist providers to support us in certain areas. This included digital acquisition consultancy from The Collective (The Collective is the trading name of Team Collective Ltd)

We did not engage the services of any professional fundraising agencies to undertake direct response fundraising solicitation or cultivation either by phone, online or face-to-face.

We plan our fundraising communication to ensure we don't create undue pressure to donate, and, where possible, we take active steps to avoid care experienced young people being shown our fundraising asks. Where possible, we endeavor to avoid reaching care-experienced young people with our fundraising ask. We seek to share the authentic voice of the young people we support and never sensationalise their experiences. We record donor details and preferences on our secure database to ensure we contact them in the way they choose; supporters have the option to update their contact preferences at any time.

We act in compliance with the terms laid down by the Fundraising Regulator, and data protection guidelines. We strive to achieve the highest possible standards of professional conduct and standards when fundraising and undertake several measures to ensure we are accountable for our practices. And we had no complaints this year with regard to our fundraising practices. We carry out our activities in line with our own values and commitment to equity, diversity and inclusion

Our principal sources of funding during the year continued to be grant funding for information projects and various young people participation projects 66% of the total income of the charity (2021: 81%). Grants are recorded as income from charitable activities. The other 34% is derived from voluntary donations, challenge events, investment income and a legacy payment.



Overall income in 2021-22 was higher than the previous year, at £1,488,078 compared to £1,161,149 the year before. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was £1,355,735 compared to £913,326 in the previous year.

In the coming year, Become will be working to maintain and enhance income generation, and to continue to invest in philanthropic fundraising, and build our propositions and pipelines in this area. We will focus on sustained impact for children in care and young care leavers and on resources for support but also innovation and insight to address the challenges they face.

We continued to deliver direct work to young care leavers throughout the year, focusing our work towards 1-to-1 support, the Care Advice Service and Propel (our online resource for care-experienced young people who would like to get into higher and further education). Our work continues to attract interest from other organisations and policy-makers as we take what we learn from direct delivery to inform policy and influencing work.

Restricted funds raised for participation projects and information support totalled £728,106 in 2022 (2021: £557,736). Spending against grants received amounted to £548,196 (2021: £511,176). Any restricted funds unspent are carried forward for use in following years.

Charitable work/ Accounting year:	2021-22	2020-21	2019-20	2018-19	2017-18
Total charitable work	£971,436	£644,088	£498,601	£562,921	£568,035
Increase/ (decrease) on previous year	51%	29%	(11%)	(1%)	(27%)

Reserves policy

At 31st March 2022, the total reserves of the charity were £867,115, of which £355,372 was restricted by funders for specific projects, £218,189 was designated and £293,554 was unrestricted. The trustees have decided that the charity should aim to retain an appropriate level of unrestricted, 'free' reserves, which are sufficient to cover between six to nine months' core running costs. In 2022 this represents between £393,770 and £590,654.

The trustees calculate the free reserves as that part of the unrestricted funds that are freely available, and not including any designated funds which have been earmarked for specific projects.

At 31 March 2022, the charity carried forward unrestricted free reserves of £284,144 (2021: £499,779) representing around four months' core running costs on our general fund £787,539, see unrestricted expenditure on page 29), as follows:

Unrestricted reserves	£293,554
less: net book value of unrestricted fixed assets (note 9)	£(9,410)
Total unrestricted free reserves	<u>£284,144</u>

Investment policy

The trustees managed the investment portfolio in accordance with our governing document. Monies not immediately required for the objects of the charity may be invested in investments, securities or property as may be thought fit having regard to any consents and in accordance with any relevant laws. The finance sub-committee includes trustees with sufficient specialist knowledge and experience of investments suitable to the present needs of the charity.

We held investments in cash deposits and the COIF Global Equity Fund at the year end. The investments are primarily held for income purposes, generating £5,857 in the year – a return on investment of 2.52%. Although we do not have a specific target for returns on investment, we aim to have a positive return.

Principal risks and uncertainties

Strong financial controls are in place to mitigate the risk of financial losses due to theft or fraud, and these controls are regularly reviewed. We also have in place a safeguarding policy that applies to all staff and trustees, volunteers or consultants working on our behalf.

Trustees monitor the charity's risk register and charge the Chief Executive and senior management team to employ appropriate controls and mitigating actions to manage the levels of risks. The board is satisfied that the charity is managing its key risk areas:

Financial surety

- Insufficient income generation leading to inability to deliver on mission and plans.

Business Continuity and Operational Resourcing

- ICT systems failures leading to operational issues and data breaches
- Lack of operational and administrative capacity impacts on business continuity and creates inefficiencies
- Staff turnover, sickness, absence and other employment issues having big operational impact in relatively small organisation
- Responding to external events i.e., pandemic, flooding, terrorist attack etc.

Strategic clarity and vision

- Fail to adapt to new technologies and become a digital organisation
- Failure to maintain position as key player in the sector or do not capitalise on partnership and collaboration opportunities
- Ensuring ongoing relevance to a changing and diverse community of children in care and young care leavers.

Good Governance

- Lack of good governance and strategic leadership leading to mission drift and reduced impact.

Safeguarding children and young people

- Ineffective professional practice safeguarding policies and procedures meaning vulnerable children and young people not sufficiently protected.

Good reputation and profile

- Engagement with the Government Review of Social Care fails to maximise the opportunity for change or creates a reputational risk with partners
- Low external profile undermining public support for campaigns and fundraising
- External activity aimed at the charity on social media has a detrimental impact on Become's reputation.

Plans for the future

We plan to continue to grow in the coming years in order to increase our reach and impact.

We will further develop our service provision, working with young people to co-produce our approach and to ensure we are making the most of digital technology to increase our reach. We will reach out to some of those children and young people who face the most disadvantage and who could most benefit from our support and work in partnership with other specialist organisations aligned to our values and purpose.

We continue to be focused on tackling the structural and systemic issues that impact children and young people in care. That means building on the momentum around the Independent Review of Children's Social Care to keep the care system on the political agenda and making sure that young people are both heard and listened to by decision makers. We are investing in our research and policy capacity to help build the evidence base for change and to work with young people to shape policy.

Involvement of care-experienced children and young people will remain central to everything we do. We want to engage more children and young people in helping change the system for the better and are investing in our participation and campaigning capacity to support this. We will grow our participation network of care-experienced young people, looking to increase the number and diversity of young people involved, supporting them to inform and co-produce our work and be powerful advocates for change.

As our ambitions grow so too does our commitment to understanding what's working and where we are having greatest impact. A robust approach to measurement and evaluation is an integral part of our plans and we are investing in a new evaluation function to help us continually improve our offer so that all the young people our work touches experience the most effective support that enables them to understand their rights, believe in themselves, and thrive.

We also are committed to promoting equity, diversity and inclusion throughout our work and to being an actively anti-racist organisation. We are constantly learning and will be reviewing and refining our plans to ensure we are embedding EDI in everything we do. As the organisation continues to grow, we want to make sure that we are attracting and retaining diverse talent within the organisation. We will continue to review our people policies and processes to support this, including around recruitment and induction to ensure that we are attractive to candidates from all backgrounds and that we have an inclusive culture which enables all our people to thrive.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 March 1992 and registered as a charity on 22 April 1992. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2022 was eleven (in 2021 it was eleven). The trustees have no beneficial interest in the charitable company.

The legal objects of the charity

Our legal objects are to promote the care, upbringing and establishment in life of children and young people who are or who have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children who are or who have been in the care of foster or adoptive parents and in particular (but without limitation) by:

1. Providing education, training and advice to such children and young people and to their carers
2. Conducting and promoting research as to the most effective means of providing care, making available the useful results
3. Relieving poverty, sickness, hardship and distress and preserving and protecting the health of such children and young people.

Board of trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new trustees. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are appointed by the board to serve the period up to the next AGM when the appointment is put to the members for approval.

The chair and trustees are appointed on a three-year term, renewable for three terms, subject to consideration by the Board in particular circumstances. The minimum number of trustees is four and the maximum number is 12.

New trustees meet with the Chair, Chief Executive and the senior leadership team as part of an induction process. As the charity works with vulnerable children and young people, disclosure and barring service checks are completed as appropriate in accordance with our safeguarding policy.

A Senior Independent Trustee is appointed. It is a role which supports our governance, leading on Chair appraisal and acting as a source of advice and support to the Chair, and to other members of the board as required.

In addition to regular board meetings, the board holds periodic strategic planning and review days to consider emerging issues and develop strategic plans.

We are pleased to have a diverse board in terms of skills and experience and also diversity around race and age. We are proud that over half of our board are care-experienced.

The charity invests in Board Development to enable board members to better know each other and appreciate the different expertise and perspectives on the board and to enhance board decision making and effectiveness.

Organisational structure

The board of trustees meets quarterly and is responsible for overseeing the strategic direction of the charity. Trustees review salaries on an annual basis as part of the organisation's budget cycle. Salaries are set based on the requirement and responsibility of a role and sector pay benchmarking.

The finance and funding sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full board on these areas.

Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the Chief Executive and the senior management team.

Statement of responsibilities of the trustees

The Trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' annual report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom accounting standards.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the memorandum and articles of association. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no information relevant to the audit of which the auditors are unaware
- The Trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to re-appoint Haines Watts, Chartered Accountants, for the coming year will be put to the annual general meeting.

In approving the Trustees' annual report, we also approve the strategic report included therein, in our capacity as company directors.

Approved by the Trustees on 21st September 2022 and signed on their behalf by:


Hugh Thornbery (0012, 2322 14:40 GMT+1)

Hugh Thornbery CBE
Chair



Eliot Lyne
Treasurer

Report of The Independent Auditors to the members of Become Charity Limited

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other

information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going

concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act, Companies Act 2016 and UK GAAP.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments,
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [Homepage | Financial Reporting Council \(frc.org.uk\)](https://www.frc.org.uk) This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA
Senior Statutory Auditor
For and on behalf of Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU
Date: *20 October 2022*

Statement of Financial Activities

(Incorporating an income statement)

Year ended 31 March 2022

		Unrestricted				
	No te	General	Designated	Restricted	2022 Total	2021 Total
		£	£	£	£	£
Income from:						
Donations and Legacies	2	265,721	218,189		483,910	200,838
Income from other Trading Activities	3	12,798			12,798	7,656
Income from Charitable activities	4	257,407		728,106	985,513	946,400
Income from Investments		5,857			5,857	6,255
Total Income		541,783	218,189	728,106	1,488,078	1,161,149
Expenditure on:						
Costs of raising funds		364,299			364,299	269,238
Expenditure on charitable activities		423,240		548,196	971,436	644,088
Total Expenditure	5& 8	787,539	-	548,196	1,335,735	913,326
Net income/ (expenditure) before gains and losses on investments		(245,756)	218,189	179,910	152,343	247,823
Net gain / (loss) on investments	10	21,366	-	-	21,366	55,533
Net income / (expenditure)		(224,390)	218,189	179,910	173,709	303,356
Transfers between Funds	13	-	-	-	-	-
Net movement in funds		(224,390)	218,189	179,910	173,709	303,356
Reconciliation of funds:						
Fund balance at 1st April 2021	13	517,944	-	175,462	693,406	390,050
Fund balance at 31st Mar 2022	13	293,554	218,189	355,372	867,115	693,406

The statement of financial activities includes all gains and losses recognised in the year.

The income and expenditure derive from continuing activities. See page 41 for an analysis of the 2021 comparatives.

Statement of Cash Flows

Year ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (page 38)	173,709	303,356
Add depreciation	9,774	9,330
Less purchase of fixed assets	(1,018)	(14,161)
Less interest & dividend income	(5,857)	(6,255)
Less (gain) / add loss on revaluation of investments	(21,366)	(5,533)
Less increase in debtors	(158,446)	(27,328)
Add increase in creditors	5,502	25,518
Cash provided by/ (used in) operating activities	A 2,298	284,927
Cash flows from investing activities		
Income from interest & dividends	5,857	6,255
Sales of investment assets	-	-
(Purchases) of fixed assets	-	-
Cash provided by/ (used in) investing activities	B 5,857	6,255
Cash flows from financing activities	C -	-
Increase/ (decrease) in cash and cash equivalents in the year (A+B+C)	8,155	291,182
Total cash & cash equivalents brought forward	496,846	205,664
Total cash and cash equivalents carried forward *	505,001	496,846

*refer to balance sheet, page 30

Statement of Financial Position (Balance Sheet)

As at 31 March 2022

	Note	2022 £	2022 £	2021 £
Fixed assets:				
Tangible assets	9	9,410		18,165
Investments	10	<u>229,383</u>		<u>208,017</u>
			238,793	226,182
Current assets:				
Debtors	11	233,629		75,183
Cash at bank and in hand		<u>505,000</u>		<u>496,846</u>
		738,629		572,029
Liabilities:				
Creditors: amounts falling due within one year	12	<u>110,307</u>		<u>104,805</u>
Net current assets			628,322	467,224
Total net assets less current liabilities			867,115	693,406
Net Assets			867,115	693,406
Funds				
General funds	13		293,554	517,944
Designated funds	13		<u>218,189</u>	-
Total unrestricted funds	13		511,743	517,944
Restricted funds	13		<u>355,372</u>	175,462
Total funds	13		867,115	693,406

Approved by the trustees on 21 09 2022 and signed on their behalf by:


Hugh Thornberry (UCS 2, 2022 14:40 GMT+1)

Hugh Thornberry CBE
Chair



Eliot Lyne
Treasurer

Notes to the financial statements

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts under Financial Reporting Standard applicable in the UK (FRS102 – effective 1 January 2015)-(Charities SORP FRS102) and the Companies Act 2006.

The presentational currency in these accounts is sterling, rounded to the nearest £.

Become meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis: There are no material uncertainties about the charity's ability to continue. The accounts have therefore been prepared on a going concern basis. The charity has cash reserves of £505,000 and net assets of £867,115.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant and is not deferred.

Donated services and facilities: Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time with the charity is not recognised and reference is made in the trustees' annual report on their contribution.

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable: Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure, allocations and irrecoverable VAT: Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure includes

1 Accounting policies cont.

attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the SoFA on a basis designed to reflect the use of the

expenditure. Costs relating to a particular activity are allocated directly, others including support costs and governance costs, are apportioned on an appropriate basis as set out in note 8, and as agreed with funders:

The costs of generating funds relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Operating leases: Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due and on a straight line basis over the term of the lease.

Tangible fixed assets: All assets purchased with a value of over £1,000 and a life of more than one year are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, usually 3 years. Leasehold improvements and the building of cloud and other IT infrastructure is amortised over the remaining length of the lease or over 5 years if shorter.

Investments: are shown in the accounts at market value at the balance sheet date. Any unrealised gains or losses made in the year are recorded in the statement of financial activities.

Debtors and prepayments: Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

Cash at bank and in hand: Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions: Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably.

1 Accounting policies cont.

Fund accounting:

Restricted funds are to be used for specific purposes as laid down by the donor or funder.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Transfers between funds are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective.

Pensions: The charitable company operates a group money purchase defined contribution pension scheme operated by Royal London. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no further liability under the scheme other than for the payment of those contributions.

The charity made a 5% employer contribution to a money purchase pension scheme operated by Royal London under auto-enrolment. It acts as agent in the collecting and paying over of any employee pension contributions. However, there is currently no requirement for employees to make a matching contribution. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted	Restricted	2022 total	2021 total
	£	£	£	£
David & Ruth Lewis	40,000	-	40,000	-
Kate Somerville	25,000	-	25,000	-
Orbis	-	-	-	5,000
Events	95,099	-	95,099	95,575
Legacy	218,189	-	218,189	-
General donations	105,622	-	105,622	103,263
	483,910	-	483,910	200,838

Donations and incoming resources are separately identified where single transaction amounts are £5,000 or over, except for donors who wish to remain anonymous.

3 Income from other trading activities

	Unrestricted £	Restricted £	2022 total £	2021 total £
Other Income	500	-	500	2,409
Consultancy & Training	12,198	-	12,198	5,247
	12,798	-	12,798	7,656

4 Incoming resources from charitable activities

	Unrestricted £	Restricted £	2022 total £	2021 total £
Grant income:				
The Mark Leonard Trust	50,000	-	50,000	50,000
The Listening Fund	-	23,400	23,400	-
Department for Education		-	-	88,602
Evan Cornish Foundation		-	-	5,000
Garfield Weston	-	30,000	30,000	30,000
Paul Hamlyn	-	30,000	30,000	50,000
Mrs Smith & Mount Trust	-	15,000	15,000	-
Oso Foundation	20,000	-	20,000	20,000
CHK Charities Ltd	-	-	-	40,000
BBC Children In Need		8,711	8,711	9,874
The What works Centre for Children's Social Care		-	-	67,665
The National Lottery Community Fund		153,966	153,966	174,679
The City Bridge Trust		-	-	26,471
The Cloth Workers Foundation	-	200,000	200,000	-
Alan and Gill Gray Philanthropy		185,629	185,629	118,293
Tolkien Trust	50,000	-	50,000	50,000
Family Rights Group	-	-	-	30,000
Leach Fourteenth Trust	-	-	-	5,000
Esmee Fairbairn	71,750	-	71,750	39,452
Withy King LLP CLI	-	-	-	10,000
Five Rivers Child Care Ltd	5,000	-	5,000	5,000
Ronnie Lubner	-	-	-	5,000
Angus Lawson	-	14,400	14,400	-
Swire Charitable Trust	25,000	-	25,000	25,000
AKO Foundation	-	25,000	25,000	-

Lloyds TSB Foundation	-	-	-	6,000
Global Make Some Noise	-	25,000	25,000	50,000
The Rainford Trust	5,000	-	5,000	-
John Coates Charitable Trust	5,000	-	5,000	-
The Van Neste Foundation	-	5,000	5,000	-
Will Houghton Trust	-	10,000	10,000	-
The 29 th May 1961 Charitable Trust	-	-	-	5,000
Other (under £5,000)	25,657	2,000	27,657	35,364
	257,407	728,106	985,513	946,400

Grants, trust, corporate and contract income are separately identified where single transaction amounts are £5,000 or over or if the funder requires disclosure in the accounts.

5 Net income/ expenditure

This is stated after charging the following expenditure:		2022	2021
		£	£
Depreciation & loss on disposal		9,774	9,330
Auditors remuneration		5,119	3,961
Operating lease rentals:	Equipment	-	-
	Property	52,832	63,213
Trustees/ Directors remuneration	(note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:		2022	2021
		£	£
Salaries and wages		742,844	516,243
Social security costs		71,251	43,877
Pension contributions (defined contribution scheme)		34,842	23,082
Total direct staff costs		848,937	583,202
Outsourcing & consultancy fees		134,833	105,019
Total costs		983,770	688,221

Included in Salaries and wages are £22,085 compensation payments paid during the year.

No employees' emoluments were within the range of £70,000 to £79,999 (2021: 1 within £70,000 to £79,999, employers' contribution for the employee was £3,425 under a defined contribution pension scheme).

The key management of the charity comprises the Chief Executive, Director of Services, Director of Fundraising & Engagement and Director of Policy, Campaigns and Communication (job share for part

of the year). Their total emoluments amounted to £251,015 (2021: £251,141) plus employer's pension contributions of £12,402 (2021: £11,249)

The average weekly number of employees (full-time equivalent) employed by the charity during the year was as follows:

	2022	2021
	no.	no.
Generating Funds	4.9	3.3
Charitable activities	13.7	8.5
Governance	0.2	0.2
	18.8	12.0

7 Trustee Remuneration and Related Part Transactions

No trustees received remuneration during the year (2021: nil).

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2021: none).

8 Total expenditure

	Cost of generating funds £	Charitable expenditure £	Governance costs £	Support costs £	2022 £	2021 £
Staff costs and freelance consultants (note 6)	232,342	579,134	9,680	162,615	983,771	688,221
Related staff & volunteer costs	6,831	19,870	2,570	18,640	47,911	30,398
Participant travel & related expenses	43	23,536	-	-	23,579	5,833
Materials production, printing and activities	11,923	14,809	-	-	26,732	8,308
General office costs	17,103	29,997	-	42,298	89,398	82,122
Website development	-	18,971	-	28,618	47,589	5,152
Premises costs	-	-	-	50,320	50,320	73,994
Professional, legal and accounting fees	6,585	35,119	5,119	9,838	56,661	9,968
Trustees' expenses	-	-	-	-	-	-
Depreciation (note 5 & 9)	-	-	-	9,774	9,774	9,330
Expenditure	274,827	721,436	17,369	322,103	1,335,735	913,326
Allocation of support staff & related costs *	47,204	131,896	2,154	(322,103)	-	-
Allocation of support costs *	36,681	102,493	1,674	-	-	-
Sub-total	358,712	955,825	21,197	-	1,335,735	913,326
Allocation of governance costs *	5,587	15,610	(21,197)	-	-	-
Total expenditure reallocated	364,299	971,435	-	-	1,335,735	913,326

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). It then identifies governance costs. General management and support staff costs are allocated to the charitable activities and costs to generate funds on the basis of time spent per activity. Central office costs, depreciation, establishment, and other sundry costs are allocated to charitable activities and costs to generate funds on the basis of headcount, as an approximation to usage rates.

9 Tangible fixed assets

		Leasehold Improvements	Computer hardware & software	Furniture & Equipment	Total
		£	£	£	£
COST	At 1 April 2021	12,764	66,266	18,324	97,354
	Additions	-	1,018	-	1,018
	Disposals	(12,764)	-	-	(12,764)
	At 31 March 2022	-	67,284	18,324	85,608
DEPRECIATION	At 1 April 2021	12,025	48,839	18,324	79,188
	Charge for the year	739	9,035	-	9,774
	Disposals	(12,764)	-	-	(12,764)
	At 31 March 2022	-	57,874	18,324	76,198
NET BOOK VALUE	At 1 April 2021	739	17,426	-	18,165
	At 31 March 2022	-	9,410	-	9,410

10 Investments

	2022	2021
	£	£
COIF Charities Global Equity Income Fund		
Value at 01 April 2021	208,017	202,484
Additions/(Disposals) in the year	-	(50,000)
Value at 31 March 2022: 84,718,.31 @ 2.7076p	229,383	208,017
Unrealised gain/ (loss)	21,366	55,533

Based on the quarterly dividends paid, the income yield was 2.52% (2021 – 2.93%)

11 Debtors

	2022	2021
	£	£
Trade debtors	1,389	6,205
HM Revenue & Customs – Gift Aid reclaimable	907	12,000
Taxation & social security	-	118
Accrued income	218,189	13,270
Prepayments & accrued income	10,919	27,785
Other debtors	2,225	15,805
	233,629	75,183

12 Creditors: amounts falling due within one year

	2022	2021
	£	£
Subscriptions in advance and deferred income	4,595	4,166
Trade creditors	42,894	44,248
Taxation & social security	14,910	16,832
Accruals	47,908	39,559
	110,307	104,805

13 Movements in funds

	At start of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
a. Widening Participation in FE/HE	44,745	35,000	53,481	26,264
b. Care Advice Service	6,950	180,966	142,691	45,225
c. Impact	5,575	-	4,893	682
d. Personal Advisors' Training	6,399	200,000	104,172	102,227
e. Policy & Participation	-	5,8400	57,457	943
f. Coaching and 1:1 Support	-	29,400	26,124	3,276
g. Workshops for Children in Care	4,572	8,711	8,287	4,996
h. Capacity Development	107,221	215,629	151,091	171,759
Total Restricted funds	175,462	728,106	548,196	355,372
General Funds	517,944	563,149	787,539	293,554
Designated Funds	-	218,189	-	218,189
Total funds	693,406	1,509,444	1,335,735	867,115

Purposes of restricted funds

Restricted funds cover specified activities, including employment, health and education programmes, online services for children and young people and specific projects, as described below:

13a. Widening Participation in FE/HE - The AKO Foundation and Will Houghton Foundation are funding a project to widen participation in further education for young people leaving care.

13b. Care Advice Service— grants were received from Global Make Some Noise, National Lottery Community Fund, Claire King Charitable Trust and Bartle Family Charitable Trust towards the Care Advice Service.

13c. Impact - Lloyds Bank Foundation funded a new monitoring and evaluation database.

13d. Personal Advisors' Training – the Clothworkers' Foundation are funding a five-year pilot PA training programme which aims to improve the skills and knowledge of PAs who are supporting young people leaving care.

13e. Policy & Participation - grants from the Paul Hamlyn Foundation, the Van Neste Foundation and the Listening Fund contributed towards PCC team members salaries.

13f. Coaching and 1:1 support - The Mrs Smith and Mount Trust and the Angus Lawson Memorial Trust contributed towards delivering a Coaching Programme to improve the emotional wellbeing of care-experienced young people.

13g. Workshops for Children in Care -BBC Children in Need have committed to 3-years of support in the development and delivery of healthy relationship workshops for children in care, helping them build positive relationships, improve emotional wellbeing and increased confidence.

13j. Capacity development - funding from a three-year grant from Alan and Gill Gray Philanthropy to increase Becomes capacity to deliver direct support to young people, build an evidence base, develop an impact measurement approach and invest in future sustainability.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	9,410	-	9,410
Investments	229,383	-	229,383
Net current assets	272,950	355,372	628,322
Net assets at 31 March 2022	511,743	355,372	847,115

15 Operating lease commitments

The charity had total commitments under operating leases expiring as follows:

	Equipment		Property	
	2022 £	2021 £	2022 £	2021 £
Within 1 year	230	230	-	24,248
Within 2-5 years	173	403	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	403	633	-	24,248

The lease for the administrative offices and young person's participation space ends on 18 August 2021 with a break clause after 5 years in 2020, which was not exercised.

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date.

16 Restricted funds in deficit

Where a restricted fund is in deficit at the end of an accounting period, the charity makes a decision on whether there is some prospect for the deficit to be reduced by funding receipts in subsequent accounting periods. If there is a good prospect, the deficit is shown in full. Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

18 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

19 Detail comparatives for the statement of financial activities

	Note	Unrestricted £	Restricted £	2021 total £
Income				
Donations and legacies	-	200,838	-	200,838
Income from other trading activities	-	7,656	-	7,656
Income from charitable activities	-	388,664	557,736	946,399
Income from investments		6,256	-	6,256
Total income		603,414	557,736	1,161,150
Expenditure				
Costs of raising funds:				
<i>Costs of generating activity income</i>		269,238	-	269,238
Expenditure on charitable activities:		132,912	511,176	644,088
Total expenditure	5& 8	402,150	511,176	913,326
Net (expenditure)/ income before gains and losses on investments		201,264	46,560	247,824
Net gain/(loss) on investments	10	55,533	-	55,533
Net (expenditure)/ income		256,797	46,560	303,357
Transfers between funds		-	-	-
Net movement in funds		256,797	46,560	303,357
Reconciliation of funds:				
Fund balances at 1st April 2020	13	261,148	128,902	390,050
Fund balances at 31st March 2021	13	517,945	175,461	693,406

Reference and administrative details

Charity number	1010518	
Company number	2700693	
Registered office	Become Charity Suite 151, 264 Lavender Hill, London, SW11 1LJ	
Patrons	David Akinsanya Professor Sonia Jackson OBE Louisa Lane-Fox The Earl of Listowel Joyce Moseley OBE Dame Esther Rantzen Dame Jacqueline Wilson	
Board of Trustees		
	Hugh Thornbery CBE	Chair
	Eliot Lyne	Treasurer
	Anne Cameron	Director (resigned 19 th July 2021)
	Terry Galloway	Director
	Khatija Hafesji	Senior Independent Trustee
	Andy Harris	Director
	Beth Taswell	Director
	Rachael Wardell	Director
	Ony Chima	Director
	Meera Mistry	Director
	Phillipa Uden	Director
	Tom Willets	Director
Senior Management Team	Katharine Sacks-Jones	Chief Executive & Company Secretary
	Victoria Langer	Interim Chief Executive (maternity cover, January 2021 to November 2021)
	Cerys Shepherd	Director of Fundraising (appointed July 2022)
	Russell Delew	Interim Director of Fundraising (January 2022 to July 2022)
	Davinia Batley	Director of Fundraising (left December 2021)
	Fran Borg-Wheeler	Interim Director of Services (appointed February 2022)
	Lee Mauve Patron	Director of Services (left December 2021)
	Clare Bracey	Director of Policy, Campaigns & Communications (appointed December 2021)
	Gill Goodby	Interim Director of Policy, Campaigns & Communications (September 2021 to December 2021)

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2022

Lisa Watch
Rhiannon Clapperton

Director of Policy, Campaigns &
Communications (Shared position, left
August 2021)

Bankers

Unity Trust plc
P.O. Box 7193
Planetary Road
Willenhall, WV1 9DG

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Independent Auditors

Haines Watts,
Chartered Accountants
Old Station House,
Station Approach,
Newport Street,
Swindon, SN1 3DU

Accounts

BECOME.

**THE CHARITY FOR CHILDREN IN CARE
AND YOUNG CARE LEAVERS**

Become Charity

**Trustees' Annual Report
and Financial Statements**

for the Year Ended 31 March 2021

Company no. 2700693

Charity no. 1010518

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Message from the Chief Executive and Chair

This year Become has built on the solid foundations laid in the previous year and, despite the challenging operating environment created by the Covid-19 pandemic, the organisation has been able to grow and thrive. Through growing the team, we have created a greater emphasis on being a strong platform for the voices of young people and increasing the opportunities that young people have to be heard directly by people in power, creating positive change in both policy and practice.

We leaned into the challenges presented to us by the global pandemic and have used the crisis to review our ways of working, finding ways to reach out to young people digitally, replacing for now our previous face to face delivery model. Through diversifying our approach, we have continued to demonstrate our commitment to being there for care-experienced children and young people whatever the circumstances.

This year we are proud to have increased the number of young people we directly supported by 40% on the previous year, with more than 700 young people accessing our frontline services. This includes support from our Care Advice Service, staffed by knowledgeable and empathetic staff who are able to listen to, advocate for and be there for young people, whether they're calling to ask about their rights and entitlements, suffering from poor mental health or simply have no-one else to turn to. We have helped young people with one-to-one and group coaching sessions and supported a greater number of young people to access education and training opportunities through Propel. Our online weekly Link-Up, a place for care-experienced young people to engage and have fun, has enabled the charity to engage with young people from across England, diversifying our geographical reach.

We have made a strong start to the development of an innovative, co-created pilot training programme that is aimed at giving Personal Advisors (the professionals who support those young people leaving care) with a nationally recognised training offer to improve their practice.

Until January 2021, we were supported by a wonderful Advisory Group who made an enormous contribution and enhanced how we work alongside other care-experienced young people. The group has now graduated but their legacy and input remain, and the values they created remain at the heart of our work with young people: community, diversity, passion and support.

Of course, none of this would be possible without the individuals, trusts and foundations who give so generously to Become. We are grateful that so many of our donors and supporters continued to stand with us over the last year, especially during such a challenging and difficult year presented to us by the pandemic. In 2019/20 we were honoured to receive support from trusts and foundations, individual donors, and our brilliant cycling fundraisers who once more took to the roads for the annual Biking for Children in Care event.

Following our success last year of securing a manifesto promise from the now-Government for a review of the care system, in February we welcomed the launch of the Independent Review of Children's Social Care. At Become we believe that this review presents a once-in-a-generation opportunity to change the care system and ensure that it is fit for purpose. We have taken every available opportunity to feed into the review, and we hope that its outcomes recommend the radical change needed to ensure that every child in care and every young person leaving the care system experiences the love, stability and security that their peers do. To play our role in achieving this we have significantly supported the All Party Parliamentary Group (APPG) for Looked After Children in Care Leavers with its Spotlight Inquiry. As the

Secretariat for the APPG, we launched a new call for evidence and programming a series of regional evidence sessions, hosted by MPs, to feed into the independent review. The Inquiry focuses on the connections between experiences in care and communities, gathering evidence from people with varied personal and professional experiences on what makes a difference.

For many children in care and young care leavers, the ongoing pandemic continues to have a devastating impact. As we emerge into a different world, much needs to change and more urgently than ever. Young care-experienced people are facing increased isolation, mental health problems, hardship and homelessness. Not only are they struggling now, but they are also particularly at risk as we face economic uncertainty in the future. We know that we will need to be there for more young people over the coming months and years. We must continue to be determined and ambitious about rising to that challenge and optimistic that change is possible and that we can bring it about. In order to do this, this year we have made significant steps forward in our desire for digital innovation with the goal of supporting more young people, including the most disadvantaged, clearly in our sights. We remain committed to ensuring their voices are heard by those making decisions and empowering and inspiring young care-experienced people to be campaigners.

Our support, expertise and advocacy has never been more necessary – and the voices and experiences of children in care and young care leavers will continue to be at the heart of everything we do.

In the meantime, a huge thank you to everyone who has supported us on our journey so far – we're looking forward to continuing to work together to deliver a better care system and transform the lives of children in care and care-experienced young people.

Hugh Thornbery CBE
Chair of Trustees

Katharine Sacks-Jones
Chief Executive

Trustees' Annual Report for the Year Ended 31 March 2021

The trustees present their report (which includes the strategic report) and the audited financial statements for the year ended 31 March 2021. The reference and administrative information are set out on page 42 of this report.

The aims and objectives of Become

Charitable objects:

To promote the care, upbringing and establishment in life of children and young people who are or have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children or who are or have been in the care of foster or adoptive parents.

(<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1010518/governing-document>)

Our vision is that care-experienced people have the same chances as everyone else to live happy, fulfilled lives.

Our mission is to help children in care and young care leavers to believe in themselves and to heal, grow and unleash their potential. We work alongside them to make the care system the best it can be.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This year has been the first year of our five-year strategy period (2020 – 2025). As the year started, we were at the very beginning of our response to the outbreak of the Covid-19 pandemic and subsequently spent the year working remotely through a series of national lockdowns and following Government guidance on working from home. As an organisation that provides a vital lifeline for many young people, we increased the number of people we supported as well as adapting our services to be able to deliver them remotely and digitally.

We found that throughout the year we had an increase in the number of young people using our services and adapted our offer to reflect the changing need. This has meant focusing on supporting young people in isolation, through mental health challenges, financial hardship, and homelessness threats.

Despite the challenges of the pandemic, we have continued to develop ambitious plans, have increased capacity, and have started a process of building our organisation's operational capacity alongside our delivery capacity to allow us to take an ambitious direction and deliver tangible change for young people in the coming years.

Our values

Honesty

We speak up, for, and alongside children in care and young care leavers. We always act in their best interests. We share a vision and purpose that we convey clearly to others.

Empowerment

We help children in care and young care leavers to be powerful agents of positive change in their own lives, in the care system and in society.

Respect

We listen to care-experienced people and we work in partnership with them to improve the experience of being in care and life after care.

Kindness

We care about the young people we work with and we help the care system to be more like a good parent. We look after ourselves and after each other so we can be our best for young people.

Optimism

We are angry about the times when the care system and society let young people down, but determined, ambitious and optimistic about our ability to make things better.

Strategic aims

Supporting children

We help children in care and young care leavers to believe in themselves and to shape the future they want.

Supporting practice

We develop and support the practice of people who work with and care for children in care and young care leavers, so that they are able to do their best for young people.

Challenging the system

We ensure that the voices of children in care and young care leavers are listened to and acted upon – and we hold people and organisations who have power in and over the care system to account.

Changing attitudes

We improve society's understanding of, and empathy with, children in care and young people and adults who are care-experienced.

How our activities deliver public benefit

All our charitable activities focus on children and young people in care and young care leavers. We are committed to meaningfully involving young people in every area of our work where possible, including operations and governance. We have had due regard of the guidance issued by the Charity Commission.

Strategic report

Achievements and performance

Become delivers a range of services, projects, and activities aimed at improving the life outcomes of children and young people in care and care-experienced young people. These include the Care Advice Service, Coaching and 1:1 support, and Propel. Through these programmes we reached over 700 young people this year.

We also support young people to participate in policy making and this year have redeveloped our approach to young people's participation, moving away from an advisory board and into a participation network – creating more opportunities for young people as well as increasing their impact.

Care Advice Service

The Care Advice Service provides holistic information, advice and support for children in care and care leavers, as well as professionals who support care-experienced young people. Over the last year, this service has been offered by freephone and email. We saw a 75% increase in calls to the Care Advice Line in the first three months of lockdown. This year we saw an increase in the complexity of issues of young people calling the Care Advice Line and a strong need for the follow-on case work support we offer as part of our service. We had young people contact us struggling with loneliness and isolation, who are worried about coping financially, or are having issues with their housing – including imminent risk of becoming homeless.

The most common themes arising from our support work on the Care Advice Line this year have been:

- Housing and homelessness
- Mental health
- Advocacy
- Accessing further and higher education.

Our team work closely with local authorities and other specialist providers to ensure young people can access the support they are entitled to. The Care Advice Service also acts as an internal referral pathway to other opportunities for young callers including involvement in our ongoing 1:1 support and coaching, and groupwork such as our new weekly Link Up group.

"I feel good and that you have given me some kind of hope. I didn't think I would be hearing anything back because of Covid-19."

The Link Up

This year we started running online Link Ups in response to the increased needs of young people due to the Covid-19 pandemic. Moving from a monthly in-person meeting that had only been run twice, into a weekly online group, we created a space where care-experienced young people from across the country could meet, socialise and gain peer support. One young person who attended said they had never met another care-experienced young person before attending our Link Up. We held themed Link Ups – including Pancake Day where young people cooked together, creating a relaxed, fun and engaging space for young people.

Propel

This year we expanded and developed our Propel service with the addition of an Advice Officer specialising in Further & Higher Education, who is able to support young people on a 1:1 and group basis. Through this service we have been better able to support young people's journeys through to further and higher education, with the most common themes being support with accommodation, finance, and applying to college or university. We worked with a digital consultant and young people to increase the reach of the service and added exciting new content to the website, including videos created by care-experienced young people. 8,760 people used Propel to better understand the support available to them at college and university.

We are looking forward to further developing Propel in future years, broadening its reach to focus on skills and vocational learning.

Coaching and 1:1 Support

This year we adapted and delivered our coaching and support programme online due to the Covid-19 pandemic. We offered a flexible approach to this work, with more regular check-ins with young people who were struggling in lockdown. Building on our flexible approach, we delivered 96 coaching sessions and 191 support sessions with young people – supporting them holistically with a range of needs and helping them to identify and work towards their goals.

In the sessions young people explored tools and approaches to improve well-being across five areas: positive emotions, engagement, positive relationships, meaning, and accomplishment. Progress is measured through a questionnaire at the beginning, middle, and end of the programme. Results have shown clearly that all young people who attend the programme regularly make positive progress and improve their wellbeing.

Staff delivering coaching & tailored 1:1 support have supported young people to develop a range of skills:

- Goal setting
- Building confidence/self-esteem
- Decision-making
- Organisation and time management
- Budgeting and managing finances
- Managing personal relationships and building support networks.

One young person who graduated from our services commented:

“Being in a group with other people who have been in care, you learn to realise your accomplishments, and to enjoy them, and to realise how far you’ve come and you’re not on your own.”

Staff have provided emotional support alongside the skills-based activities including with issues around poor mental health & wellbeing, and loneliness & isolation.

Working with a younger age group.

Across our services team we worked with 10 care-experienced young people aged 16-18 to co-produce a series of Healthy Relationships workshops. In creating the workshops, the young people were at the very heart of the creation of the content – including ideas for topics, activities, and styles of presenting. Providing young people with the space to have autonomy and ownership encourages confidence, as it demonstrates recognition of the huge value of these young people, their thoughts, and their opinions. This is especially important for care-experienced young people who, as we are aware from our work at Become, often feel decisions are made about them or for them, rather than in consultation with them.

Impact

Across our Care Advice Service, 1:1 Support, and Coaching, we ask young people about the impact of our work.

Our universal impact question for our direct work with children and young people is the current measure we use. At the end of sessions/work with young people, our practitioners ask:

“How do you feel as a result of our work today?”

Young people’s responses told us we made a difference. Of young people asked, an average of over 90% reported a positive impact following our work with them.

In Summer 2021 we will be appointing an external impact specialist to support and lead our team to develop a wider impact framework for use across our services.

Training

This year we delivered training to 269 professionals in local authorities and charities across the UK. This exceeded our target of 250. In collaboration with young people, we developed and delivered our first webinar with the aim being for professionals to gain a better understanding of how to build and maintain meaningful working relationships with young care leavers.

Working remotely all year, we adapted our most popular training titles to online delivery including ‘Rights & Entitlements for Children in Care & Young Care Leavers’ and developed new online training titles including bitesize courses focusing on language, trauma and rights & entitlements. Delivery of these titles to groups of professionals online had positive results, with participants reporting an improvement on their knowledge of rights and entitlements for children in care and young care leavers.

We built our new Training team this year, bringing in a dedicated Training & Development Manager and Training Officer, new roles within the charity, enabling us to develop our training work as well as deliver our Personal Advisor Training Programme.

Personal Advisors Training Programme

We progressed our work with the PA Training Pilot, partnering with 4 local authorities – Buckinghamshire, Coventry, Kirklees and Essex, representing a total of 90 personal advisors. We recruited our project steering group comprising of academic researchers, Leaving Care Team managers, principle social workers, and other sector professionals including those with care experience,

and we began work with our external evaluator who will develop our impact and evaluation framework. We also began developing course content for training programmes alongside young people and our local authority partners. There has been incredible interest in this project, with local authority partners reporting how needed this work is and how interested and excited they are to be involved.

Influencing policy

As a charity working closely with young people in and leaving care, we are committed to challenging the system and using our insight, expertise, and platform to improve outcomes and opportunities for young care-experienced people. This places a responsibility upon us to provide that insight for policy-makers and service providers and to ensure the voices and experiences of young people are at the heart of decision-making; see the section below for further information about young people's involvement in our work to improve the care system.

Following the onset of the Covid-19 pandemic, we secured important additions to the guidance issued to local authorities and children's social care providers, requesting that they proactively reach out to care leavers over the age of 21, ensure that access to existing financial entitlements wasn't disrupted, and to extend the principle that no young person should have to leave care during the pandemic to include those leaving Staying Put arrangements or likely to experience a significant shift in the level of support they receive.

As part of the #KeepCaringTo18 campaign group, we jointly produced a young people's version of the government's consultation on unregulated accommodation and successfully secured an extension to the deadline for responses to allow more care-experienced people to share their views.

In early 2021, we responded to the launch of the Independent Review of Children's Social Care, forming strong early relationships with the review team and Chair, and sharing our learnings around meaningful participation work to support their Experts by Experience group and other planning around consultation and involvement of care-experienced young people in the Review. As Secretariat to the All-Party Parliamentary group for Looked After Children and Care Leavers, we also launched the Spotlight Inquiry exploring how to strengthen community connections for care-experienced young people, consisting of an accessible call for evidence, a series of online regional evidence sessions (hosted by MPs), and workshops to hear from smaller groups of care-experienced young people.

Throughout the year, we continued to publish a range of policy statements, reports, consultation responses, and briefings for parliamentarians and others to better inform decision makers and influence policy development and practice. These included but weren't limited to:

- Our response to the 2020 Department for Education consultation on unregulated accommodation
- A briefing ahead of a parliamentary debate on the Adoption and Children (Coronavirus) (Amendment) Regulations 2020, referenced twice in the Commons chamber including in the opening statement from the then Shadow Education Secretary
- Our submission to the Education Committee's Inquiry into the impact of Covid-19 on children's services
- A joint research report – "I'm already falling": Supporting care-experienced and estranged students over the summer – which successfully raised the profile of the difficulties facing this group of students within the sector and supported the development of a briefing from the sector regulator on good practice
- A joint children's sector recovery plan for children in care and care leavers.

As part of our commitment to being an evidence-led organisation, we also focused on putting in place the foundations for growing our research programme, completing a comprehensive literature review to understand the research landscape and enable us to move forward with planning our own research and developing research project propositions for funders.

Other highlights during the year included:

- Contributing to two oral evidence sessions and producing a written submission to support the civil society report to the UN Committee as part of the UK Government's examination of its implementation of the UN Convention on the Rights of the Child. We were pleased to see much of the language and recommended questions around rights breaches for children in care and care leavers included within the final report.
- Working alongside colleagues from the Ministry of Housing, Communities and Local Government to feed into their guidance on joint housing protocols for care leavers, with our recommendations around linking clearly with the Local Offer, appeals processes and social housing allocation for returners included.

Young people's participation in improving the care system

Our work to improve the care system is delivered alongside young people with experience of care and underpinned by eight key principles that we outline on our website. We believe strongly in the expertise held by care-experienced young people and seek to create opportunities where their views can be shared directly with decision makers to improve policy and practice – in ways that are both meaningful and safe. We also aim to support care-experienced young people to become decision makers themselves and challenge the systems and structures which can act to deny them a role in designing a better care system.

Until January 2021, we were supported by a wonderful advisory group who made an enormous contribution and enhanced how we work alongside other care-experienced young people. The group has now disbanded but their legacy and input remain, and the values they created remain at the heart of our work with young people: community, diversity, passion and support.

Some of the advisory group's highlights during the year included:

- Adapting to a completely new online way of working as a result of the pandemic, meeting more frequently to support each other and develop closer connections
- Recording a podcast sharing their experiences of the first lockdown and the impact of this on care-experienced young adults
- Submitting their views and recommendations to the House of Lords Covid-19 Committee's 'Life Beyond COVID' Inquiry
- Enhancing Become's staff and Trustee recruitment practices

Sharing their expertise and advising others including Ofsted, the Rees Centre at the University of Oxford, National Association of Independent Reviewing Officers and the Beyond Lockdown research project.

"One of my favourite parts at Become was during the first national lockdown when we started meeting on a weekly basis. Having those meetings gave me something to look forward to in such an uncertain time, it also allowed me to still feel proactive while making a change. I also loved this as we spent time just getting to know each other and I feel having those meetings during such a difficult time brought our Become family closer together and for that, I am grateful to the first lockdown."

"I am proud of the whole group and everything we have achieved during our time together both with Become and in our own personal lives too. I am proud of the family and support network we have become for each other."

"This has been one of the best things I've ever done in my life. It's made me feel like I'm part of something meaningful, it's also put me in contact with other charities where I've made friends. I'm so glad to have met everyone at Become, everyone has been really kind and has enormous amounts of integrity and truly care about what they are doing to help."

"Once I turned 21 I started to feel my experience was irrelevant I felt my story no longer mattered and my voice was starting to fade into the background but then I joined Become and that changed. You gave me back my voice and gave me a platform to be even louder than before and gave me the opportunity to make a change on a national level and for that, I can never thank you enough."

We have recently invested in growing and diversifying the community of care-experienced young people and young adults who we work alongside to create change and influence decision-making in care, creating meaningful opportunities for those with lived experience of care to shape public policy and debate.

Highlights during the past year have included:

- Organising a virtual meeting with the Secretary of State for Education and five care-experienced young people exploring support for care leavers during recovery from the pandemic
- Coordinating a roundtable meeting on leaving care and financial insecurity with care-experienced young adults and the Minister for Welfare Delivery and the Children's Minister, successfully advocating for the acceleration of the Shared Accommodation Rate exemption and supporting with new user testing for improvements to the Universal Credit system
- Securing a place for a care-experienced young person to join the interviewing and selection panel for the next Children's Commissioner for England
- Supporting individuals to contribute directly to governmental meetings, including the first meeting of the cross-governmental Care Leaver Covenant Board chaired by the Secretary of State for Education and Minister for the Cabinet Office, and a roundtable with the Minister for Universities and other sector leaders on improving support for care leavers in higher education.

Campaigning and Communications

For National Care Leavers' Week 2020 (#NCLW2020), Become launched a campaign to raise awareness of the 'care cliff' – where upon turning 18, many young care leavers are forced to leave their placement and start to live independently before they feel ready.

For many care leavers, this can be incredibly abrupt and disruptive - falling at a time in their life when they need stability the most (last years at school, when they start university or a job). Young care leavers that Become supports have described that time as a "cliff edge" or "like being on death row, counting down the days" until they turn 18 and their placements are abruptly stopped.

During the Covid-19 crisis, the government stepped in to protect young people from this upheaval, pledging that 'no one has to leave care during this period'. This was a lifeline to many young people.

Several celebrities, including actresses Michelle Collins and Samantha Morton, author and broadcaster DJ Annie Mac, Baroness Floella Benjamin, Olympic champions Fatima Whitbread and Jamie Baulch, and comedian and podcaster Deborah Frances-White took to social media throughout the week to show their support for the campaign by sharing their personal memories of turning 18.

As well as raising awareness of the care cliff that young care leavers face, and engaging with the care-experienced community, we more than doubled our following on Instagram, and secured over 120 pieces of media coverage.

Collaboration

We continue to collaborate and partner with other voluntary sector organisations and public bodies to strengthen our work to improve the care system and ensure care-experienced young people have opportunities to shape activity in the sector. We are members of alliances and coalitions campaigning on issues in the care system, including the Alliance for Children in Care and Care Leavers, Alliance for Youth Justice, and the Kinship Care Alliance, and have been a part of the Steering Group for the #KeepCaringTo18 campaign. We also sit on Ofsted's Social Care National Consultative Forum and National Network for the Education of Care Leaver's National Strategy Group. Our expertise has also been welcomed through joining advisory boards and steering groups supporting projects including the civil society submission to the UN Committee on the Rights of the Child, National Network for the Education of Care Leavers Quality Mark, Looked After Children Grown Up work, and other academic research projects.

Financial review

Fundraising

We're grateful to our funders, donors and fundraisers who have joined our community of supporters committed to young people and changing the care system. Thank you for standing with us, particularly during the unique and unexpected challenge of the Covid-19 pandemic.

The majority of our income comes from voluntary funding which in turn enables us to deliver our vision and mission. We therefore undertake a range of fundraising activities in support of our charitable aims. Our approach to fundraising includes:

- Securing grants from trusts and foundations
- Donations from individuals
- Participants fundraising for challenge events ranging from running to gaming
- Partnerships with businesses.

We're grateful to all our donors for supporting care-experienced young people through this extraordinary year. Here are just some of our extraordinary supporters:

Allan & Gill Gray Philanthropy	Lincoln Private Investment Office
BBC Children in Need	Lloyds Bank Foundation
The Biking for Children in Care volunteer committee chaired by Gill Timmis	Mark Leonard Trust
CHK Foundation	National Lottery Community Fund
City Bridge Trust	Orbis
Clothworkers Foundation	Oso Foundation
Esmee Fairbairn Foundation	Paul Hamlyn Foundation
Garfield Weston Foundation	Souter Charitable Trust
Gilbert & Eileen Edgar Foundation	Swire Charitable Trust
Global's Make Some Noise	Wyndham Charitable Trust

We would also like to mark the passing of former Trustee, Dave Hill CBE, who showed boundless commitment to children in care and care leavers in all his work including through a decade on our Board. We're grateful to Dave's friends and family, who mirrored that commitment by raising over £9,000 in Dave's memory. Thank you.

Most of our fundraising activity is managed by our small in-house fundraising team. During this year we did employ the services of some specialist providers to support us in certain areas. This included a major donor specialist, to support our efforts to research and plan a philanthropy strategy, and a consultant to undertake an audit of our trust fundraising approach. All of this was undertaken under the supervision of our fundraising team.

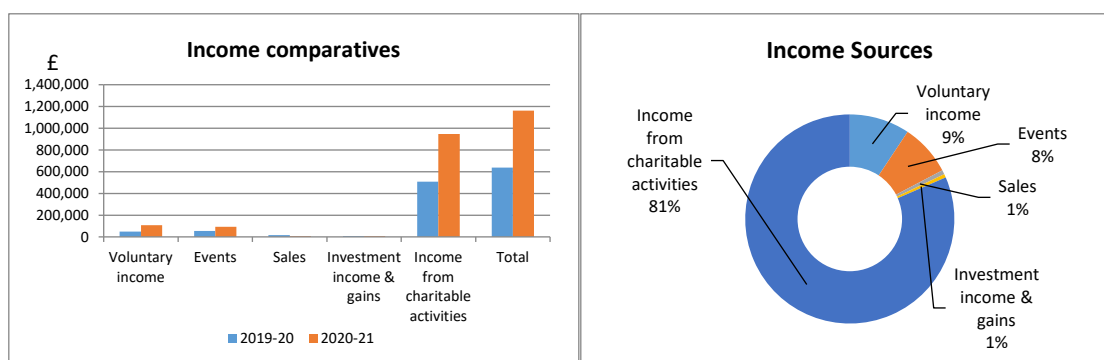
We did not engage the services of any professional fundraising agencies to undertake direct response fundraising solicitation or cultivation either by phone, online or face-to-face.

We plan our fundraising communication to ensure we don't create undue pressure to donate, and we are especially sensitive when engaging vulnerable children and adults in our

fundraising. We seek to share the authentic voice of the young people we support and never sensationalise their experiences. We record donor details and preferences on our secure database to ensure we contact them in the way they choose; supporters have the option to update their contact preferences at any time.

We strive to achieve the highest possible standards of fundraising and undertake several measures to ensure we are accountable for our practices. And we had no complaints this year with regard to our fundraising practices. We are registered with the Fundraising Regulator who holds the Code of Fundraising Practice for the UK as well as the Fundraising Preference Service, so that we can respond quickly to donor's wishes. We work within these regulations, as well as carrying out our activities in line our own values and commitment to equity, diversity and inclusion

Our principal sources of funding during the year continued to be grant funding for information projects and various young people participation projects - 81% of the total income of the charity (2020: 80%). Grants are recorded as income from charitable activities. The other 19% is derived from voluntary donations, challenge events and investment income.



Overall income in 2020-21 was higher than the previous year, at £1,161,149 compared to £637,921 the year before. The total increase was thanks to significant gains in grant income and a strong response to our new gaming challenge 'Become Players' and our emergency fundraising appeal following the first lockdown. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was £913,326 compared to £670,782 in the previous year.

The charity began delivering a 5-year strategy in April 2020. In response to the pandemic and the changing operating environment, however, the Board and SMT re-examined the strategy to ensure it remains achievable and to identify areas that require an adapted or new approach. As the strategy is a growth strategy, significant thought went into the sustainability of the charity's income in light of the Covid-19 pandemic. The Board subsequently agreed to invest in a new area of fundraising – philanthropy – to help balance against expected reduction in income from activities such as mass participation events.

We continued to deliver direct work to young care leavers throughout the year, focusing our work towards 1-to-1 support, the Care Advice Service and Propel (our online resource for care-experienced young people who would like to get into higher and further education). Our work

continues to attract interest from other organisations and policy-makers as we take what we learn from direct delivery to inform policy and influencing work.

Restricted funds raised for participation projects and information support totalled £557,736 in 2021 (2020: £219,293). Spending against grants received amounted to £511,176 (2020: £219,657). Any restricted funds unspent are carried forward for use in following years.

Charitable work/ Accounting year:	2021-21	2019-20	2018-19	2017-18	2016-17
Total charitable work	£644,088	£498,601	£562,921	£568,035	£782,249
Increase/ (decrease) on previous year	29%	(11%)	(1%)	(27%)	(3%)

Reserves policy

At 31st March 2021, the total reserves of the charity were £693,406, of which £175,462 was restricted by funders for specific projects and £517,944 was unrestricted. The trustees have decided that the charity should aim to retain an appropriate level of unrestricted, 'free' reserves, which are sufficient to cover between six to nine months' core running costs. In 2021 this represents between £201,075 and £301,613.

The trustees calculate the free reserves as that part of the unrestricted funds that are freely available, and not including any designated funds which have been earmarked for specific projects.

At 31 March 2021, the charity carried forward unrestricted free reserves of £499,779 (2019: £247,814) representing around fifteen months' core running costs on our general fund £402,150, see unrestricted expenditure on page 27), as follows:

Unrestricted reserves	£517,944
less: net book value of unrestricted fixed assets (note 9)	£(18,165)
Total unrestricted free reserves	<u>£499,779</u>

Our financial performance during the pandemic has been strong and this has improved our financial resilience for the future. Our strong reserves position means that funds are available to invest in our strategy over the remainder of the strategy period. Plans are therefore in place to reduce free reserves to target levels over the coming years in a managed way.

Investment policy

The trustees managed the investment portfolio in accordance with our governing document. Monies not immediately required for the objects of the charity may be invested in investments, securities or property as may be thought fit having regard to any consents and in accordance with any relevant laws. The finance sub-committee includes trustees with sufficient specialist knowledge and experience of investments suitable to the present needs of the charity.

We held investments in cash deposits and the COIF Global Equity Fund at the year end. In April 2021, we withdrew £50,000 from the COIF fund as it was reducing in value and in order to reduce the risk to our cash flow if we weren't successful in securing funds in light of the pandemic. The investments are primarily held for income purposes, generating £6,255 in the year – a return on investment of 2.93%. Although we do not have a specific target for returns on investment, we aim to have a positive return.

Principal risks and uncertainties

Strong financial controls are in place to mitigate the risk of financial losses due to theft or fraud, and these controls are regularly reviewed. We also have in place a safeguarding policy that applies to all staff and trustees, volunteers or consultants working on our behalf.

Trustees monitor the charity's risk register and charge the Chief Executive and senior management team to employ appropriate controls and mitigating actions to manage the levels of risks. The board is satisfied that the charity is managing its key risk areas:

Financial surety

- Insufficient income generation leading to inability to deliver on mission and plans.

Business Continuity and Operational Resourcing

- ICT systems failures leading to operational issues and data breaches
- Loss of key staff leading to loss of experience, skills and knowledge
- Staff sickness, absence and other employment issues having big operational impact in relatively small organisation
- Responding to external events i.e., pandemic, flooding, terrorist attack etc.

Strategic clarity and vision

- Lack of strategic vision and planning leading to mission drift, reduced impact and insufficient information for future fundraising
- Ensuring ongoing relevance to a changing and diverse community of children in care and young care leavers.

Good Governance

- Lack of good governance leading to ineffective organisational leadership.

Safeguarding children and young people

- Ineffective safeguarding policies and procedures meaning vulnerable children and young people not sufficiently protected.

Good reputation and profile

- Non-compliance with funder requirements leading to reputational damage and requirements to repay grants
- Failure to build external profile undermining public support for campaigns and fundraising
- External activity aimed at the charity on social media has a detrimental impact on Become's reputation.

Plans for the future

We have started a trajectory of growth across the organisation and we plan to continue to grow in order to increase our reach and impact in the coming years.

Building on the success of digitising our services during the pandemic we have a strong focus on how we can use digital developments to increase our reach with young people, increase access to our services, and we are committed to ensuring that future organisational digital products are co-created with the young people that we are here to serve and support.

We continue to be dedicated to tackling the structural and systemic issues that impact children and young people in care. In the short term, we will be focused on ensuring that young people are both heard and listened to during the Independent Review of Children's Social Care and after its publication will use our platform to influence decision makers on changes to policy and practice that will make a transformative difference to thousands of young people. We have exciting plans to transform our evidence base ensuring that we have credible research to share alongside the important and compelling testimony of those with lived care experience.

Involvement of people with experience in the care system will remain central to everything we do. Building on learning from our previous advisory group model, we will continue to build our wider network of care-experienced young people, from a diverse range of backgrounds, to inform and co-produce our work and be powerful advocates for change.

As our ambitions grow so too does our commitment to ensuring we understand what's working and where we are having greatest impact. A robust approach to measurement and evaluation is an integral part of our plans so that we can ensure that all the young people that our work touches experience the most effective support that enables them to understand their rights, believe in themselves, and thrive.

We also are committed to promoting equity, diversity and inclusion throughout our work. As the organisation continues to grow, we want to make sure that we are attracting and retaining diverse talent within the organisation. In the next period, we are focusing on our recruitment, onboard and induction processes to ensure that we are open and attractive to candidates from all backgrounds.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 March 1992 and registered as a charity on 22 April 1992. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2021 was eleven (in 2020 it was eight). The trustees have no beneficial interest in the charitable company.

The legal objects of the charity

Our legal objects are to promote the care, upbringing and establishment in life of children and young people who are or who have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children who are or who have been in the care of foster or adoptive parents and in particular (but without limitation) by:

1. Providing education, training and advice to such children and young people and to their carers
2. Conducting and promoting research as to the most effective means of providing care, making available the useful results
3. Relieving poverty, sickness, hardship and distress and preserving and protecting the health of such children and young people.

Board of trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new trustees. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are appointed by the board to serve the period up to the next AGM when the appointment is put to the members for approval.

The chair and trustees are appointed on a three-year term, renewable for three years, subject to consideration by the Board in particular circumstances. The minimum number of trustees is four and the maximum number is 12.

New trustees meet with the Chair, Chief Executive and the senior management team as part of an induction process. This year we produced a new comprehensive induction guide for incoming trustees as part of their introduction to both their role and the charity. As the charity works with vulnerable children and young people, disclosure and barring service checks are completed as appropriate in accordance with our safeguarding policy.

A Senior Independent Trustee is appointed. It is a role which supports our governance, leading on Chair appraisal and acting as a source of advice and support to the Chair, and to other members of the board as required.

In addition to regular board meetings, the board holds periodic strategic planning and review days to consider emerging issues and develop strategic plans.

This year we increased the number of trustees by 4, this was as part of our commitment to equity, diversity and inclusion. The recruitment resulted in an increase of the number of people with lived experience of the care system being recruited to the Board, as well as changing the diversity profile of the Board on race and age.

Following on from the recruitment of new board members the charity invested in Board Development support from an external organisation to enable board members to better know each other and appreciate the different expertise and perspectives on the board and to enhance board decision making and effectiveness.

Organisational structure

The board of trustees meets quarterly and is responsible for overseeing the strategic direction of the charity. Trustees review salaries on an annual basis as part of the organisation's budget cycle. Salaries are set based on the requirement and responsibility of a role and sector pay benchmarking.

The finance and funding sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full board on these areas. Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the Chief Executive and the senior management team.

Statement of responsibilities of the trustees

The Trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' annual report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom accounting standards.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the memorandum and articles of association. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no information relevant to the audit of which the auditors are unaware
- The Trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to re-appoint Haines Watts, Chartered Accountants, for the coming year will be put to the annual general meeting.

In approving the Trustees' annual report, we also approve the strategic report included therein, in our capacity as company directors.

Approved by the Trustees on 14th October 2021 and signed on their behalf by:


Hugh Thornbery (Oct 15, 2021 18:47 GMT+1)

Hugh Thornbery CBE

Chair



Eliot Lyne

Treasurer

Report of The Independent Auditors to the members of Become Charity Limited

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to

continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The Covid-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funders, suppliers and wider economy. The trustees' view on the impact of Covid-19 is disclosed in the accounting policies note on page 30.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act, Companies Act 2016 and UK GAAP.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;

- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
- Challenging assumptions and judgments made by management in its significant accounting estimates and judgments,
- Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
- Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Susan Plumb ACA
Senior Statutory Auditor
For and on behalf of Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU

Date:

Statement of Financial Activities (Incorporating an income statement)

Year ended 31 March 2021

	Note	Unrestricted	Restricted	2021 Total	2020 Total
		£	£	£	£
Income from:					
Donations and Legacies	2	200,838		200,838	104,210
Income from other Trading Activities	3	7,656		7,656	17,681
Income from Charitable activities	4	388,664	557,736	946,400	507,768
Income from Investments		6,255		6,255	8,262
Total Income		603,413	557,736	1,161,149	637,921
Expenditure on:					
Costs of raising funds		269,238		269,238	195,460
Expenditure on charitable activities		132,912	511,176	644,088	475,322
Total Expenditure	5&8	402,150	511,176	913,326	670,782
Net income/ (expenditure) before gains and losses on investments		201,263	46,560	247,823	(32,861)
Net gain / (loss) on investments	10	55,533	-	55,533	(5,332)
Net income / (expenditure)		256,796	46,560	303,356	(38,193)
Transfers between Funds	13	-	-	-	-
Net movement in funds		256,796	46,560	303,356	(38,193)
Reconciliation of funds:					
Fund balance at 1st April 2020	13	261,148	128,902	390,050	428,243
Fund balance at 31st Mar 2021	13	517,944	175,462	693,406	390,050

The statement of financial activities includes all gains and losses recognised in the year.
The income and expenditure derive from continuing activities. See page 41 for an analysis of the 2020 comparatives.

Statement of Cash Flows

Year ended 31 March 2021

	2021 £	2020 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (page 38)	303,356	(38,193)
Add depreciation	9,330	8,303
Less purchase of fixed assets	(14,161)	(443)
Less interest & dividend income	(6,255)	(8,262)
Less (gain) / add loss on revaluation of investments	(5,533)	5,332
Less increase in debtors	(27,328)	(14,570)
Add increase in creditors	25,518	16,282
Cash provided by/ (used in) operating activities	A 284,927	(31,551)
Cash flows from investing activities		
Income from interest & dividends	6,255	8,262
Sales of investment assets	-	-
(Purchases) of fixed assets	-	-
Cash provided by/ (used in) investing activities	B 6,255	8,262
Cash flows from financing activities	C -	-
Increase/ (decrease) in cash and cash equivalents in the year (A+B+C)	291,182	(23,289)
Total cash & cash equivalents brought forward	205,664	228,953
Total cash and cash equivalents carried forward *	496,846	205,664

*refer to balance sheet, page 29

Statement of Financial Position (Balance Sheet)

As at 31 March 2021

	Note	2021 £	2021 £	2020 £
Fixed assets:				
Tangible assets	9	18,165		13,334
Investments	10	208,017		202,484
			226,182	215,818
Current assets:				
Debtors	11	75,183		47,855
Cash at bank and in hand		496,846		205,664
		572,029		253,519
Liabilities:				
Creditors: amounts falling due within one year	12	104,805		79,287
Net current assets			467,224	174,232
Total net assets less current liabilities			693,406	390,050
Net Assets			693,406	390,050
Funds				
General funds	13		517,944	261,148
Designated funds	13		-	-
Total unrestricted funds	13		517,944	261,148
Restricted funds	13		175,462	128,902
Total funds	13		693,406	390,050

Approved by the trustees on 14 10 2021 and signed on their behalf by:


Hugh Thornberry (Oct 15, 2021 18:47 GMT+1)

Hugh Thornberry CBE
Chair



Eliot Lyne
Treasurer

Notes to the financial statements

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts under Financial Reporting Standard applicable in the UK (FRS102 – effective 1 January 2015)-(Charities SORP FRS102) and the Companies Act 2006.

The presentational currency in these accounts is sterling, rounded to the nearest £.

Become meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis: The Covid-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy. The Trustees' view on the impact of Covid-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions and the current resources available, they can continue to adopt the going concern basis in preparing the financial statements. The charity has cash reserves of £496,846 and net assets of £693,406.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

- Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant and is not deferred.

Donated services and facilities: Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time with the charity is not recognised and reference is made in the trustees' annual report on their contribution.

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1 Accounting policies cont.

Interest receivable: Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure, allocations and irrecoverable VAT: Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the SoFA on a basis designed to reflect the use of the expenditure. Costs relating to a particular activity are allocated directly, others including support costs and governance costs, are apportioned on an appropriate basis as set out in note 8, and as agreed with funders:

- *The costs of generating funds* relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.
- *Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- *Support costs* are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.
- *Governance costs* include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Operating leases: Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due and on a straight line basis over the term of the lease.

Tangible fixed assets: All assets purchased with a value of over £1,000 and a life of more than one year are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, usually 3 years. Leasehold improvements and the building of cloud and other IT infrastructure is amortised over the remaining length of the lease or over 5 years if shorter.

Investments: are shown in the accounts at market value at the balance sheet date. Any unrealised gains or losses made in the year are recorded in the statement of financial activities.

Accounting policies cont.

Debtors and prepayments: Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

Cash at bank and in hand: Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions: Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably.

Fund accounting:

- *Restricted funds* are to be used for specific purposes as laid down by the donor or funder.
- *Designated funds* are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.
- *General funds* are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.
- *Transfers between funds* are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective.

Pensions: The charitable company operates a group money purchase defined contribution pension scheme operated by Royal London. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no further liability under the scheme other than for the payment of those contributions.

The charity made a 5% employer contribution to a money purchase pension scheme operated by Royal London under auto-enrolment. It acts as agent in the collecting and paying over of any employee pension contributions. However, there is currently no requirement for employees to make a matching contribution. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted £	Restricted £	2021 total £	2020 total £
Orbis	5,000	-	5,000	-
BTMK Solicitors	-	-	-	12,139
Events	95,575	-	95,575	54,553
General donations	103,263	-	103,263	37,518
	200,838	-	200,838	104,210

Donations and incoming resources are separately identified where single transaction amounts are £5,000 or over, except for donors who wish to remain anonymous.

3 Income from other trading activities

	Unrestricted £	Restricted £	2021 total £	2020 total £
Other Income	2,409	-	2,409	1,084
Consultancy & Training	5,247	-	5,247	16,597
	7,656	-	7,656	17,681

4 Incoming resources from charitable activities

	Unrestricted £	Restricted £	2021 total £	2020 total £
Grant income:				
The Mark Leonard Trust	50,000	-	50,000	58,000
Co-op Foundation	-	-	-	35,000
Department for Education		88,602	88,602	-
Evan Cornish Foundation		5,000	5,000	-
Garfield Weston	30,000	-	30,000	-
Paul Hamlyn	50,000	-	50,000	-
Mrs Smith & Mount Trust	-	-	-	15,000
Oso Foundation	20,000	-	20,000	20,000
CHK Charities Ltd	40,000	-	40,000	25,000
BBC Children In Need		9,874	9,874	-
The What works Centre for Children's Social Care		67,665	67,665	-
The National Lottery Community Fund		174,679	174,679	-
The City Bridge Trust		26,471	26,471	-
The Cloth Workers Foundation	-	-	-	130,000
Alan and Gill Gray Philanthropy		118,293	118,293	-

Tolkien Trust	50,000	-	50,000	-
Family Rights Group	30,000	-	30,000	-
Leach Fourteenth Trust	5,000	-	5,000	-
Esmee Fairbairn	33,500	5,952	39,452	65,000
Withy King LLP CLI	10,000	-	10,000	-
Five Rivers Child Care Ltd	5,000	-	5,000	-
Ronnie Lubner	5,000	-	5,000	-
The Dulverton Trust	-	-	-	35,000
Swire Charitable Trust	25,000	-	25,000	25,000
The Beacon Lodge Charitable Trust	-	-	-	25,000
Lloyds TSB Foundation	-	6,000	6,000	15,000
Global Make Some Noise	-	50,000	50,000	-
The Cotton Trust	-	-	-	20,000
Tripple T Charitable Trust	-	-	-	5,000
The 29 th May 1961 Charitable Trust	5,000	-	5,000	5,000
Other (under £5,000)	30,164	5,200	35,364	29,768
	388,664	557,736	946,400	507,768

Grants, trust, corporate and contract income are separately identified where single transaction amounts are £5,000 or over or if the funder requires disclosure in the accounts.

5 Net income/ expenditure

This is stated after charging the following expenditure:		2021	2020
		£	£
Depreciation & loss on disposal		9,330	8,303
Auditors remuneration		3,961	4,272
Operating lease rentals:	Equipment	-	-
	Property	63,213	63,213
Trustees/ Directors remuneration	(note 7)	-	-

6 Staff costs and numbers

	2021	2020
	£	£
Staff costs were as follows:		
Salaries and wages	516,243	357,010
Voluntary redundancy payment	0	2,963
Social security costs	43,877	34,141
Pension contributions (defined contribution scheme)	23,082	17,800
Total direct staff costs	583,202	411,914
Outsourcing & consultancy fees	105,019	42,811
Total costs	688,221	454,725

One employee's emoluments were within the range of £70,000 to £79,999 (2020: 0 within £60,000 to £69,999, although the annual salary of the CEO was within this bracket they were not in post for the full year). Employer's pension contributions for that employee were £3,425 under a defined contribution pension scheme.

The key management of the charity comprises the Chief Executive, Director of Services, Director of Fundraising & Engagement and Director of Policy, Campaigns and Communication. Their total emoluments amounted to £251,141 (2020: £171,845) plus employer's pension contributions of £11,249 (2020: £8,759).

The average weekly number of employees (full-time equivalent) employed by the charity during the year was as follows:

	2021	2020
	no.	no.
Generating Funds	3.3	1.8
Charitable activities	8.5	6.6
Governance	0.2	0.0
	12.0	8.4

7 Trustee Remuneration and Related Part Transactions

No trustees received remuneration during the year (2020: nil).

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2020: none).

8 Total expenditure

	Cost of generating funds £	Charitable expenditure £	Governance costs £	Support costs £	2021 £	2020 £
Staff costs and freelance consultants (note 6)	169,506	393,620	3,600	121,495	688,221	454,725
Related staff & volunteer costs	1,351	13,093	1,910	14,044	30,398	49,029
Participant travel & related expenses	53	5,780	-	-	5,833	6,076
Materials production, printing and activities	6,960	1,348	-	-	8,308	28,746
General office costs	10,603	33,639	340	37,540	82,122	32,305
Website development	-	2,123	-	3,029	5,152	5,178
Premises costs	-	-	-	73,994	73,994	74,897
Professional, legal and accounting fees	4,652	-	3,961	1,355	9,968	11,500
Trustees' expenses	-	-	-	-	-	23
Depreciation (note 5 & 9)	-	-	-	9,330	9,330	8,303
Expenditure – 2021 (see below for 2020)	193,125	449,603	9,811	260,787	913,326	670,782
Allocation of support staff & related costs *	37,448	95,688	2,403	(260,787)	-	-
Allocation of support costs *	34,605	88,423	2,220	-	-	-
Sub-total	265,178	633,714	14,434	-	913,326	670,782
Allocation of governance costs *	4,060	10,374	-14,434	-	-	-
Total expenditure reallocated	269,238	644,088	-	-	913,326	670,782
Comparative expenditure for 2020 before reallocation (see above for 2021 totals)	116,057	291,699	4,295	258,731	-	670,782

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). It then identifies governance costs. General management and support staff costs are allocated to the charitable activities and costs to generate funds on the basis of time spent per activity. Central office costs, depreciation, establishment and other sundry costs are allocated to charitable activities and costs to generate funds on the basis of headcount, as an approximation to usage rates.

9 Tangible fixed assets

		Leasehold Improvements	Computer hardware & software	Furniture & Equipment	Total
		£	£	£	£
COST	At 1 April 2020	12,764	52,105	18,324	83,192
	Additions	-	14,161	-	14,161
	Disposals	-	-	-	-
	At 31 March 2021	12,764	66,266	18,324	97,353
DEPRECIATION	At 1 April 2020	10,201	42,300	17,357	69,858
	Charge for the year	1,823	6,540	967	9,330
	Disposals	-	-	-	-
	At 31 March 2021	12,025	48,839	18,324	79,188
NET BOOK VALUE	At 1 April 2020	2,562	9,805	967	13,334
	At 31 March 2021	739	17,426	0	18,165

10 Investments

	2021 £	2020 £
COIF Charities Global Equity Income Fund		
Value at 01 April 2020	202,484	207,817
Additions/(Disposals) in the year	(50,000)	-
Value at 31 March 2021: 112,497.63 @ 179.99p	208,017	202,484
Unrealised gain/ (loss)	55,533	(5,333)

Based on the quarterly dividends paid, the income yield was 2.93% (2020–3.64%)

11 Debtors

	2021 £	2020 £
Trade debtors	6,205	2,419
HM Revenue & Customs – Gift Aid reclaimable	12,000	4,000
Taxation & social security	118	-
Accrued income	13,270	-
Prepayments & accrued income	27,785	25,631
Other debtors	15,805	15,805
	75,183	47,855

12 Creditors: amounts falling due within one year

	2021	2020
	£	£
Subscriptions in advance and deferred income	4,166	-
Trade creditors	44,248	36,836
Taxation & social security	16,832	11,105
Accruals	39,559	31,346
	104,805	79,287

13 Movements in funds

	At start of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
a. Widening Participation in FE/HE	-	67,665	22,920	44,745
b. All Party Parliamentary Group	210	-	210	-
c. Care Advice Service	1,751	55,200	50,001	6,950
d. Passport to Parliament	3,453	-	3,453	-
e. Impact	15,000	-	9,425	5,575
f. Personal Advisors' Training	96,157	-	89,758	6,399
g. Policy & Participation	-	5,000	5,000	-
h. Coaching and 1:1 Support	12,191	-	12,191	-
i. Workshops for Children in Care	-	9,874	5,302	4,572
j. Capacity Development	-	124,245	17,024	107,221
k. Covid Response	-	295,752	295,752	-
l. Young person hardship fund	140	-	140	-
Total Restricted funds	128,902	557,736	511,176	175,462
General Funds	261,148	658,946	402,150	517,944
Total funds	390,050	1,216,682	913,326	693,406

Purposes of restricted funds

Restricted funds cover specified activities, including employment, health and education programmes, online services for children and young people and specific projects, as described below:

13a. Widening Participation in FE/HE - The What Works Centre for Children's Social Care is funding a 12-month project to widen participation in further education for young people leaving care.

13b. All Party Parliamentary Group - the charity holds a small fund to support involvement of young people with the APPG.

13c. Care Advice Service - grants were received from Global Make Some Noise, Hasluck Charitable Trust, Claire King Charitable Trust, Bartle Family Charitable Trust and other smaller grants towards the Care Advice Service.

13d. Passport to Parliament - Comic Relief funding for our Passport to Parliament programme.

13e. Impact - Lloyd Bank Foundation funded a new monitoring and evaluation database.

13f. Personal Advisors' Training - the Clothworkers' Foundation are funding a five-year pilot PA training programme which aims to improve the skills and knowledge of PAs who are supporting young people leaving care.

13g. Policy & Participation - a grant from the Evan Cornish Foundation contributed towards the Policy & Participation Managers salary.

13h. Coaching and 1:1 support - The Mrs Smith and Mount Trust contributed towards delivering a Coaching Programme to improve the emotional wellbeing of care-experienced young people.

13i. Workshops for Children in Care - BBC Children in Need have committed to 3-years of support in the development and delivery of workshops for children in care, helping them build positive relationships, improve emotional wellbeing and increased confidence.

13j. Capacity development - funding from Esmee Fairbairn's 'Funding Plus' programme to enable us to develop our training offer and a three-year grant from Alan and Gill Philanthropy to increase Becomes capacity to deliver direct support to young people, build an evidence base, develop an impact measurement approach and invest in future sustainability.

13k. Covid response - Become received five grants in response to the Covid 19 to help the organisation through the lockdowns which enabled Become to fulfil the higher than usual demand on our services and increase our reach digitally. Funders were The City Bridge Trust as part of the London Community Response Fund; The Department for Education (two grants); The National Lottery Community Fund and Lloyds Bank Foundation.

13l. Young person hardship fund - funding provided by the London Catalyst Samaritans to assist young people in need through the provision of emergency hardship payments or through loans.

14 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	18,165	-	18,165
Investments	208,017	-	208,017
Net current assets	291,762	175,462	467,224
Net assets at 31 March 2021	571,944	175,462	693,406

15 Operating lease commitments

The charity had total commitments under operating leases expiring as follows:

	Equipment		Property	
	2021	2020	2021	2020
	£	£	£	£
Within 1 year	230	230	24,248	63,213
Within 2-5 years	403	633	-	24,248
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	633	863	24,248	87,461

The lease for the administrative offices and young person's participation space ends on 18 August 2021 with a break clause after 5 years in 2020, which was not exercised.

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date.

16 Restricted funds in deficit

Where a restricted fund is in deficit at the end of an accounting period, the charity makes a decision on whether there is some prospect for the deficit to be reduced by funding receipts in subsequent accounting periods. If there is a good prospect, the deficit is shown in full. Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

18 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

19 Detail comparatives for the statement of financial activities

	Note	Unrestricted £	Restricted £	2020 total £
Income				
Donations and legacies	-	104,210	-	104,210
Income from other trading activities	-	17,681	-	17,681
Income from charitable activities	-	288,475	219,293	507,768
Income from investments		8,262	-	8,262
Total income		418,628	219,293	637,921
Expenditure				
Costs of raising funds:				
<i>Costs of generating activity income</i>		172,180	-	195,460
Expenditure on charitable activities:		278,944	219,657	475,322
Total expenditure	5& 8	451,125	219,657	670,782
Net (expenditure)/ income before gains and losses on investments		(32,497)	(364)	(32,861)
Net gain/(loss) on investments	10	(5,332)	-	(5,332)
Net (expenditure)/ income		(37,829)	(364)	(38,193)
Transfers between funds		-	-	-
Net movement in funds		(37,829)	(364)	(38,193)
Reconciliation of funds:				
Fund balances at 1st April 2019	13	298,977	129,266	428,243
Fund balances at 31st March 2020	13	261,148	128,902	390,050

Reference and administrative details

Charity number 1010518

Company number 2700693

Registered office and operation address Become Charity
15-18 White Lion Street,
London, N1 9PG

Patrons David Akinsanya
Professor Sonia Jackson OBE
Louisa Lane-Fox
The Earl of Listowel
Joyce Moseley OBE
Dame Esther Rantzen
Dame Jacqueline Wilson

Board of Trustees

Hugh Thornbery CBE	Chair
Eliot Lyne	Treasurer
Anne Cameron	Director (resigned 19 th July 2021)
Terry Galloway	Director
Khatija Hafesji	Senior Independent Trustee
Andy Harris	Director
Beth Taswell	Director
Rachael Wardell	Director
<i>Appointed December 2019</i>	
Ony Chima	Director
Meera Mistry	Director
Phillipa Uden	Director
Tom Willets	Director

Senior Management Team

Katharine Sacks-Jones	Chief Executive & Company Secretary
Victoria Langer	Interim Chief Executive (Maternity Cover, Jan 2021)
Davinia Batley	Director of Fundraising & Engagement
Lee Mauve Patron	Director of Services
Lisa Watch	Director of Policy, Campaigns & Communications (Shared position)
Rhiannon Clapperton	

Bankers

Unity Trust plc
P.O. Box 7193
Planetary Road
Willenhall, WV1 9DG

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2021

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Independent Auditors Haines Watts,
Chartered Accountants
Old Station House,
Station Approach,
Newport Street,
Swindon, SN1 3DU
